1988 - 1992
Policies and Priorities

Volume 1

CALGARY
PARKS & RECREATION
Adventure us

89-03483/

PUBLISHING INFORMATION

TITLE: POLICIES AND PRIORITIES PLAN 1988-1992,
VOLUMES I AND II

AUTHOR: PLANNING SECTION, CALGARY PARKS & RECREATION

STATUS: APPROVED BY CITY COUNCIL 1988 SEPTEMBER 19
(CLAUSE CS87-62-1, RECOMMENDATION 1)

PRINTING DATE: 1989 JANUARY

ADDITIONAL COPIES:
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COMMENT: VOLUME I AND II ARE SEPARATE DOCUMENTS

PREFACE

Calgarians have enjoyed parks since 1885 when Central Park was designated as reserve; the City now owns and manages 3,600 hectares of parkland at over 2,000 locations. The City has been involved in recreation since 1916 when the first municipal golf course at Shaganappi was developed; the City now manages 65 facilities, is involved in over 2,500 recreation programs per year and provides advice and support to approximately 500 groups and organizations involved in parks and leisure services. A history of this growth and commitment can be found in Appendix A.

Our first Parks & Board was appointed in 1891. Now the Calgary Parks & Recreation Board, is still responsible for offering policy advice to Council on matters pertaining to its mandate (see Appendix B: History and Role of Parks & Recreation Board). The Board works with and provides guidance to a large and complex department (see Appendix C: Structure of Calgary Parks & Recreation).

In recent years, the Department and Board have collaborated to produce documents that summarize their policies, priorities and plans. These strategic plans, prepared every 5 years (approximately), are presented to Council for approval and provide general direction as annual budgets are prepared and administrative decisions taken. This 'Policy and Priority' statement is the most recent in the series; previous plans included the:

o 'Policy and Systems Plan' (October, 1981)
o 'Policy Statement and Planning Recommendations' (June, 1976)
o 'The Calgary Plan: Parks/Recreation' (April, 1971).

The focus of this 'Policies and Priorities' document is on:

- the MISSION of the Department
- the PRIORITIES of the Department over the next 5 years
- the ROLE, PRIORITIES AND PLANS OF EACH OPERATING DIVISION
- the Department's RELATIONSHIP WITH SOCIETIES
- strategies for ORGANIZATIONAL HEALTH AND EFFECTIVENESS, and
- FINANCIAL IMPLICATIONS.

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Part 1

Philosophy, Roles and Mission

PART I: PHILOSOPHY, ROLE AND MISSION

Part 1 summarizes the philosophy, role and mission of the Parks & Recreation Board and the Department. The philosophy is essentially a statement of the values and beliefs that influence activities. The role statement identifies the four major roles that the Department plays as it cooperates with other groups involved in a complex delivery system: planner, protector, facilitator and provider. The mission statement more closely defines the activities and responsibilities of the organization.

Additional information can be found in two appendices:

- Appendix D: 'Rationale for the Role of Municipal Government in the Parks and Recreation Delivery System'
- Appendix E: 'Benefit Analysis' - why the taxpayer is prepared to support parks & recreation.

The statements in Part 1 provide direction for the entire Department. More specific mission statements, one for each operating division, may be found at the beginning of Parts 4, 5 and 6 (dealing with Parks, Facilities and Services).

Although these statements were developed by staff over the years, the concepts were tested through public survey in 1986 and were strongly endorsed. See Appendices E, H and J for further elaboration.

CALGARY PARKS AND RECREATION PHILOSOPHY

BASIC VALUES AND BELIEFS

WE BELIEVE IN:

o **THE POTENTIAL OF EACH CITIZEN...**

We believe in the potential that exists in each individual and the opportunity that Parks & Recreation offers to nurture growth and well-being.

This means....

- that we respect the dignity and rights of each citizen contacted
- that we will challenge Calgarians to understand and respond to the opportunity of leisure (leisure education)
- that we will address physical, mental, social, creative and holistic needs
- that we will strive to facilitate equal access to urban park and leisure opportunities (remove barriers of age, geographic area, disability or financial status).

o **THE POTENTIAL OF THE NATURAL ENVIRONMENT ...**

We know that we must respect and relate to the natural environment.

This means....

- that we will advocate the importance of open space and parks as the City is planned and developed
- that we will endeavour to preserve and protect ecologically sensitive areas
- that we will develop and maintain a parks system capable of hosting outdoor recreation/education activity as well as providing buffers and visual relief from the built environment.

o **COMMUNITY SELF-HELP ...**

We cherish the role of the individual and the community in the provision of parks and recreation opportunities.

This means...

- that we will encourage the individual, the family and the community to assume responsibility for their own parks and leisure opportunities
- that we welcome volunteer and community activities that enhance and expand the services we provide
- that we will cooperate with the voluntary sector whenever possible to ensure that activities are complementary rather than competitive.

o **AND THE SIGNIFICANT ROLE OF OUR DEPARTMENT**

We understand that our activities are critically important as Calgary matures physically and culturally - our Department is proud to be involved.

ROLES OF THE DEPARTMENT

CALGARY PARKS & RECREATION PLAYS FOUR MAJOR ROLES AS IT COOPERATES WITH OTHER GROUPS INVOLVED IN A COMPLEX DELIVERY SYSTEM:

- **PLANNER**
- **PROTECTOR**
- **FACILITATOR, AND**
- **PROVIDER**

PLANNER

To coordinate the development and implementation of short and long range plans pertaining to parks and leisure services in the City.

To encourage coordination in the delivery of leisure services between government groups, organizations and individuals so that available resources are effectively utilized.

To regularly evaluate the leisure service system of the City of Calgary to ensure that it is responsive to the recreational needs and preferences of the resident.

PROTECTOR

To protect and preserve unique and sensitive ecological and historical resources for the benefit, use and enjoyment of current and future populations.

To respect the investment already committed to parks, facilities and leisure programs.

FACILITATOR

To encourage other groups, organizations and individuals to provide parks and leisure services for their own members and the general public.

To promote full utilization of all available leisure services in the Calgary region.

PROVIDER

To provide leisure services for public use when other groups or organizations are unable to provide the quantity or quality of service required.

To ensure that all services provided by the City complement those provided by other governments, groups, organizations and individuals.

To provide and maintain parks, open spaces and facilities for the enjoyment of Calgarians.

MISSION OF THE DEPARTMENT

MISSION

TO ENSURE THE PROVISION OF LEISURE OPPORTUNITIES ARE ACCESSIBLE FOR ALL CALGARIANS.

TO PROTECT AND ENHANCE OUR ENVIRONMENT, BOTH NATURAL AND MAN-MADE.

SERVICES PROVIDED

The primary services of the Department are:

- the acquisition, development and maintenance of park land and open spaces;
- the development and operation of recreation facilities;
- the provision of direct recreation programs where necessary;
- the facilitation of community groups and organizations in the provision of a broad range of leisure services (programs, facilities, and parks);
- the development and operation of special interest parks and facilities in cooperation with societies (Zoo, Heritage Park, Fort Calgary, Alberta Science Centre, Lindsay Park, Parks Foundation).

OPERATING PHILOSOPHY

The Department's operating philosophy can be summarized in five statements:

- our activities are value based, focussing on the human potential of each citizen, the importance of the natural environment, community self-help and the significant role parks and leisure services can play
- we involve the community; there will be a shift in emphasis from providing services towards facilitating or encouraging other groups and individuals to meet their own needs and interests
- we emphasize service to our clients; ensuring that our customers get what they need; balancing our responsibility to our clients and the taxpayer
- we reach for excellence, continually working toward our best potential (efficiency and effectiveness)
- we respect each other, supporting and involving our staff to ensure a healthy and productive work environment.

FINANCIAL COMMITMENT

Sources of funding for Calgary Parks & Recreation are (in order of magnitude) municipal taxes, user fees and charges and provincial grants. Additional support is derived from community contributions and volunteers. The Department seeks to offer services in the most cost-effective manner while minimizing the impact on the mill-rate.

ACTIVITIES/GROWTH DRIVERS

The Department responds to the needs/demands of the public, in turn influenced by a variety of social and economic factors such as demographic shifts, disposable income and leisure interests. Park acquisition and development is tied closely to urban growth, while acknowledging that exceptional land acquisition opportunities often exist in a slow-growth period.

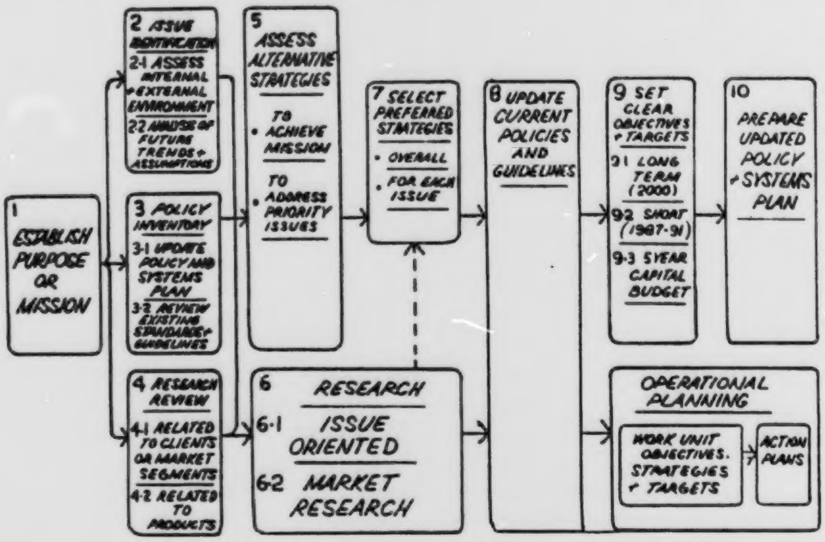
Part 2

Priorities

INTRODUCTION

The process involved in developing the 'Policies and Priorities' for 1988 - 1992 encompassed a planning process which includes both professional evaluation and public input on the issues and strategies for Parks & Recreation delivery of services.

The figure below outlines the general planning process used to update the policies, priorities and plans of the Department.


1 ESTABLISH PURPOSE OR MISSION
2 ISSUE IDENTIFICATION
2-1 ASSESS INTERNAL + EXTERNAL ENVIRONMENT
2-2 ANALYSIS OF FUTURE TRENDS + ASSUMPTIONS
3 POLICY INVENTORY
3-1 UPDATE POLICY AND SYSTEMS PLAN
3-2 REVIEW EXISTING STANDARDS + GUIDELINES
4 RESEARCH REVIEW
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5 ASSESS ALTERNATIVE STRATEGIES
• TO ACHIEVE MISSION
• TO ADDRESS PRIORITY ISSUES
6 RESEARCH
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7 SELECT PREFERRED STRATEGIES
• OVERALL
• FOR EACH ISSUE
8 UPDATE CURRENT POLICIES AND GUIDELINES
9 SET CLEAR OBJECTIVES + TARGETS
9-1 LONG TERM (2000)
9-2 SHORT (1987-91)
9-3 5 YEAR CAPITAL BUDGET
10 PREPARE UPDATED POLICY + SYSTEMS PLAN
OPERATIONAL PLANNING
WORK UNIT OBJECTIVES. STRATEGIES + TARGETS
ACTION PLANS

A number of specific studies were conducted to assist in the identification and resolution of key issues. Summaries of each can be found in the appendix volume to this document; the full documents are available through the Planning Section of the Department should further information be required. The studies are listed below:

1. 'Strategic Issues Facing Parks/Recreation Department' (April 1986).
2. 'Environmental Scan - Key Trends and Their Implications'(May 1986)
3. 'Benefit Index - Establishing Public Benefit for Various Municipal Parks/Recreation Services and Products (June 1986)
4. 'Household Survey - Municipal Services and Priorities' (Aug. 1986)
5. 'Interview Regarding Parks/Recreation Financing/Budget Issues' (Sept. 1986)
6. 'Leisure Needs of Key Market Segments - Age Groups' (Sept. 1986)

7. 'Recreation Participation Patterns' ('Public Opinion Survey - Recreation and Park Services', September 1986)

8. 'Effectiveness of Leisure Programming Delivery System' (November, 1985)

9. 'Recreation Participation Patterns' (Public Opinion Survey - Recreation and Park Services', September 1986)

10. 'Effectiveness of Leisure Programming Delivery System' (November, 1985)

11. 'Impact of Subsidized City Activities on Community-Run Programs and Facilities' (October, 1985)

12. 'Facility Marketing Strategies' (Sept. 1986)

13. 'Strategy for Arena Development and Operation' (1985)

14. 'Facility Life-Cycle Management Study' (October 1986)

15. 'Parks/Open Space Discussion Interview' (Sept. 1986)

16. 'Natural Area Management Study' (October 1986)

17. 'Recreation for the Economically Disadvantaged' (October 1986)

18. 'Lease Policy Development Survey' (June 1986)

The process provided many opportunities for input. During the research and analysis stage, questionnaires were mailed to 4600 households and 90 related groups and organizations; personal interviews were conducted with 1964 randomly selected individuals and 112 groups/organizations; the Parks & Recreation Board and staff were involved throughout. A draft of the document was distributed to interested groups and comments were reviewed and considered prior to preparation of this final statement of policies and priorities for the period 1988 - 1992.

The document itself has been designed to be a readable and practical as possible. It is intended to be used by the Board and Council, by the staff of the Department and referred to by the many groups interested in Calgary's parks, recreation facilities and leisure services.

Although all sources listed were considered in developing the priorities for the next five years, particular emphasis was placed on the following:

- 'Analysis of Benefits of Public Parks/Recreation Services' (Appendix E)
- 'Analysis of Issues Facing the Department' (Appendix F)
- 'Interview Regarding Municipal Services and Priorities' (Appendix H)
- 'Interview Regarding Parks/Recreation Financing and Budget Issues' (Appendix I)
- 'Public Opinion Survey - Recreation and Park Services' (Appendix K)
- 'Environmental Scan: Key Trends and Their Implications' (Appendix G)

Calgarians are generally pleased with parks and recreation opportunities in the City:

- approximately 75% of a 400 household random sample indicated that they were either 'generally satisfied' or 'definitely satisfied' with government services in the areas of recreation/culture/sport and parks/open space/natural areas (Appendix H - tables 1 and 3)
- approximately 45% of Calgarians would like to see the present emphasis on parks and recreation services stay the same in the future; while over 50% would welcome an increase in emphasis (Appendix H - table 2)
- taxpayers feel that they get good to excellent value for the public dollar invested in recreation and are prepared to continue to underwrite the subsidies inherent in the system (Appendix I).

Calgarians indicated they would like to see increased emphasis placed on the following activities of the Department:

- general park development with particular attention to the role of parks and open space in urban design and beautification (Appendix H - tables 2, 4, 5, 15; Appendix E; Appendix I - issues 1 and 2)
- natural areas, environmental protection and preservation (Appendix H - tables 4, 5, 15; Appendix E; Appendix K - Part A)
- the role of recreation in assisting with social issues such as loneliness, stress/mental illness, unemployment, youth, families and working parents (Appendix H - tables 7, 8, 9)
- provision of recreation opportunities for the economically disadvantaged (Appendix H - tables 10, 11 and 12; Appendix E)
- keeping current parks, recreation facilities and community buildings in good shape (Appendix H - table 15).

Recognizing that a period of restraint is likely to persist through the five year planning period, Calgarians were asked to prioritize the various restraint strategies that are available (see Appendix I - issue 4). The response is summarized below, with most acceptable strategies listed first:

- increase advertising quality and frequency (85% support - Appendix I)
- increase productivity or cut costs without reducing service (79% support)
- go after donations - do fundraising (78% support)
- increase community responsibility through volunteer development, adopt-a-park program, transfer facilities to community management, transfer recreation program responsibility to neighbourhoods, etc. (72% support)
- contract out to other groups or organizations, services which can be more economically provided outside of City departments (67% support)

- actively promote trends to relatively inexpensive forms of leisure activities such as walking, skating outside, field games, general park use and de-emphasize more expensive and consumptive activities (57%)
- raise program and facility admission fees (42% support).

The options of trimming levels of service or eliminating activities and programs were rejected by the citizens involved in the sample.

The priorities on the next pages are based largely on the findings summarized above.

SUMMARY OF PRIORITIES: 1988 - 1992

Plans for the next five years will be based on assumptions of modest growth at best. Although there appears to be community support for expansion in certain areas, municipal resources will be limited and it would be wise to avoid unrealistic, overly-ambitious expectations and plans.

Emphasis in the next five years will be placed on:

- effective operation and maintenance of existing parks and facilities
- protection and preservation of significant natural environments with emphasis on waterways
- marketing of current parks/facilities/services to ensure optimal utilization and to keep the cost as low as possible for individual users.
- expansion and further development of the parks system with emphasis on larger parks and the urban design and beautification functions
- ensuring that the economically disadvantaged have access to parks and recreation opportunities
- addressing social issues through recreation (loneliness, stress and mental illness, unemployment, youth, working parents, single parent families)
- continued emphasis on facilitation and community development strategies
- continued support for related societies
- building on the Olympic spirit and legacy to stimulate involvement in related sports, winter outdoor recreation and community cultural activity
- enhance organizational health of Calgary Parks & Recreation to foster increased effectiveness, efficiency and productivity
- expand and foster relationships with non-profit partners in providing leisure to Calgarians.

In keeping with the above priorities, limited capital funds will be focused on:

- keeping current parks, recreation facilities and community buildings in good shape (81% support - see Appendix H, table 15)
- protection of natural areas (77% support)
- developing new parks, improving existing parks (66% support).

GOALS AND OBJECTIVES (1988 - 1992)

The following goals and objectives for the next five year period were developed to reflect the priorities reviewed in the previous section. More specific related policies and strategies can be found in subsequent parts of the document: Parks/Open Space; Facilities; Leisure Services.

1. To operate and maintain existing parks and facilities in an efficient and cost-effective manner.

RATIONALE/SUPPORT

- o Calgarians are generally satisfied with recreation/culture/sport and parks/open space/natural area opportunities in the city - approximately 75% of a random, 400-household survey indicated that they were either 'generally satisfied' or 'definitely satisfied' (Appendix H - table 1).
- o Another survey shared the cost-per-household of providing each current park/recreation service - a majority of respondents indicated that they felt they were getting good to excellent value for their tax investment (Appendix I - issue 1).
- o Calgarians were also asked to evaluate various restraint strategies available; they did not want to trim levels of service or eliminate activities or programs (Appendix I - issue 4).
- o When asked to assign priorities to various capital expenditures possible in the future, the number one priority was 'keeping current parks, recreation facilities and community buildings in good shape' - 54% assigned 'high priority'; 27% 'highest priority' (Appendix H - table 15).
- o The replacement value of existing park landscaping and facility development is over $500,000,000; the investment must be protected.
- o A 'life cycle costing' study was conducted on the City's arenas and pools (see appendix S); the cost associated with a proper capital replacement and maintenance program is considerably higher than has been budgeted in previous years.

a. Full commitment to corporate Service Improvement Program with a target of decreasing expenditures (while maintaining existing levels of service) by 1% per year.

b. Establish frequent 'quality of service checks' to help identify deficiencies and areas for improvement.

c. Implement a complete and comprehensive preventive maintenance program and life cycle costing system for all buildings, parks and open spaces managed by the Department.

d. Develop and maintain a capital replacement program based on life-cycle costing for all major facilities for which the Department is responsible - a priority for capital expenditures.

e. Develop an advisory capability to assist community groups with their own preventive maintenance and capital replacement programs.

f. Pilot and evaluate new technical developments (e.g. ozone water purification, artificial filled turf, jet ice, low maintenance shrubs and flowers, water conservation techniques, etc.).

g. Develop additional amenities and features at both parks and facilities to ensure market appeal and high levels of use.

h. Improve depot support for parks operations and review depot service area boundaries for optimal capital/operating budget expenditures. Establish development plan including priorities and timelines.

2. **Protect and preserve significant natural environments with emphasis on waterways.**

RATIONALE/SUPPORT

o The public benefit of protection of natural environments was ranked second in importance on a list of 21 (Appendix E).

o A national study of the importance of various products/services of parks and recreation, using all 21 benefits as weights, ranked natural areas as the second highest service priority (Appendix E).

o The household survey indicates that 63% of Calgarians wanted to see increased emphasis placed on 'environmental protection and preservation' - 39% said 'increase somewhat'; 24% 'increase a lot' (Appendix H, table 5).

o A survey of 196 individuals (Appendix K) indicated high levels of agreement with the following

statements (Appendix K):
  - the City should take an active role in providing environmental education (88%)
  - both preservation and environmental education are important aspects of Calgary Parks & Recreation's mandate (83%)
  - the river valleys are the most important natural resources of Calgary (74%).

- A mail survey of 457 households asked Calgarians which aspects of the park & recreation system they would like to see emphasized in the future; the most common responses favoured park development along river valleys and creeks (68%) and further development of pathways (65%) (Appendix K).

- 90% of Calgarians agreed or completely agreed with the statement that "Calgary should preserve the river banks as part of a linear park system" (Appendix K).

- 77% of Calgarians (400 household survey) ranked 'protection of natural areas' as the second highest capital priority - 38% gave it high priority; 39% highest priority (Appendix H, table 15).

- Environmental trends (Appendix G).

- Report by Calgary Regional Planning Commission, 'Environmentally Significant Areas of the Calgary Region' (Calgary, 1983).

- 'Calgary River Valleys Plan'.

a. Acquire and initiate development of Bow River park locations recommended in the 'Calgary River Valleys Plan' (e.g. Bowmont, Douglasdale, Cominco).

b. Develop action plan for protection (and development) of significant open space resources around the City with emphasis on expansion areas to north, south and south-east (Beddington Creek, North Nose Creek, McDonald Lake, Shepard Slough, Priddis Slough, Red Deer (Lloyd) Lake, Pine Creek, East Bow River).

c. Increase emphasis on river bank protection and management.

d. Increase emphasis on river recreation (non-power boating): prepare master plan for access and support facilities; assist canoe clubs to establish white water river training site (R.T.S.).

e. Develop natural area management policy and site specific development and management plans.

3. **To market current parks/facilities/services to ensure optimal utilization and to keep the cost as low as possible for the individual user.**

RATIONALE/SUPPORT

- When asked to evaluate various responses to the pressures of restraint, Calgarians surveyed voted overwhelmingly in favour of 'increasing advertising quality and frequency - to have a marketing plan with the purpose of increasing users and therefore increasing revenue and number of people served' (Appendix I - issue 4).
- Annual net operating budget for Department is approximately $38,000,000 (excluding debt); there is a clear need to ensure that taxpayers are aware to the opportunities they are paying for, to attempt to increase revenue and reduce net costs.
- Calgarians are content to continue to subsidize parks/recreation opportunities in the present manner and generally do not want to charge users more (Appendix I - issues 1 and 3):
  - 67% believe that public recreation should be supported equally by taxes and users.
  - more citizens feel that present subsidies for programs and facility admission are fair - the user should not be asked to pay more than at present.
- Work groups developing strategies for enhancing services to each age group repeatedly recommended marketing approaches (see Appendix O).

a. Develop a cooperative, multi-agency public relations program designed to increase awareness and enhance the image of Calgary's system of parks/recreation services.

b. Encourage 'customer relations' emphasis in all service areas, particularly facilities and direct programs.

c. Implement marketing plan/approach developed for each major facility type (pools, arenas, etc.) as outlined in Part 5 (Facilities).

d. Commit to marketing and product development strategies for each age group (children, teens, adults, etc.) as outlined in Part 6 (Leisure Services).

e. Increasingly recognize the needs of an aging, adult-oriented society through the planning, development, management and marketing of the City system of parks, facilities, programs and services.

4. **To expand and further develop the parks system to respond to all six roles (outdoor recreation, outdoor education, environmental protection, urban design, landscape/beautification, civic pride/identity).**

RATIONALE/SUPPORT

- The issue identification process highlighted 'changing demands on the park system' as one of the top 15 issues facing the Department (Appendix F).
- Although 77% of Calgarians (400 household random sample) were satisfied with parks/open space/natural area services 56% wanted to see increased emphasis placed on this area of government service - 37% 'increase somewhat' and 19% 'increase a lot' (Appendix H, tables 1 and 2).
- Although all parks/open space system objectives were supported by survey respondents, the Department was advised to place greatest emphasis in the future on 'environmental protection/preservation', 'effective urban design' and 'landscape and beautify the City' (Appendix H tables 4 and 5).
- A survey of 196 individuals indicated that residents would like to see greater emphasis placed on all purposes/roles of the park system (Appendix K).
- A national study using a benefit index to rate the relative importance of nineteen products or services of Calgary Parks & Recreation, ranked various types of parks as the five most important; 6 of the top 8 services were parks (Appendix E).
- Urban growth trends over the next 15 years require approximately $85,000,000 in new park development if present standards related to population growth are to be maintained (Appendix G - socio-demographic trends).

a. Act on land acquisition plans and strategies to take advantage of a relatively depressed and accessible land market.

b. Implement recommendations of Inner City Open Space Study.

c. Initiate development of Bearspaw and Clearwater Parks with appropriate links to the City along the Bow and Elbow Rivers.

d. Complete acquisition and initiate development of Nose Hill Park.

e. Expand regional park system (locations to be protected and developed in NE (Westwinds), NW-Crowfoot, SW-Strathcona, SE-WID Canal). Prepare site plan for Forest Lawn Regional Park (landfill site) and initiate phase 1.

f. Increase emphasis on amenity parks, linked parks and creativity and variety in park design (ornamental and decorative landscaping of all parks).

g. Land disposition - relinquish poor quality, non-functional, surplus parkland.

h. Increase emphasis on park visitor services (information, education, programming, interpretation); actively encourage park use.

i. Initiate discussions with area municipalities regarding protection and management of regional recreation resources, including possibility of a Regional Parks Commission.

j. Fulfill the City's obligation to participate fully in the 'Greening of Calgary' (e.g. amenity planting, urban forestry program, effective open space maintenance, landscaping of public buildings).

5. **Ensure that the economically disadvantaged have basic access to parks and recreation opportunities.**

RATIONALE/SUPPORT

- Mission of Department is to ensure the accessibility of leisure opportunities for ALL Calgarians.
- Survey of relative importance of various benefits or rationale that justify tax support of parks and recreation ranked 'basic service to poorer residents' as the most important (Appendix E).
- Of the 39 issues identified during the planning process, 'the economically disadvantaged' was prioritized as 6th highest priority (Appendix F).
- 72% of Calgarians surveyed felt that tax dollars should be used to aid in subsidizing the economically disadvantaged to participate in recreation activities (Appendix H - table 10).
- 82% of low income individuals surveyed felt that tax dollars should be used to subsidize the economically disadvantaged to participate in recreation activities; 61% of this target group felt they would like to participate more (Appendix N).

a. Actively promote trends to relatively inexpensive forms of leisure activities such as walking, skating outside, field games, general park use.

b. Provide basic facilities on a no-fee basis. At present, citizens can visit parks, use community sports fields, skate outdoors, and use pathways free. Provide a limited number of free or low cost opportunities at facilities; arenas, pools, leisure centres. Evaluate alternate approaches in 1988.

c. Establish mechanisms to help subsidize program fees and facility admissions for the economically disadvantaged (e.g. grants, volunteer barter program, supervisory staff to have discretion to offer free or subsidized admission).

d. Continue current practice of offering free special events and introductory programs organized by the Department throughout the year.

e. Offer low cost days or evenings at a number of city-run facilities (general promotion/marketing as well as a service to economically disadvantaged).

f. Provide support to established groups with a proven ability to offer recreation services to low income groups.

g. Establish a network system with such agencies and actively refer low income Calgarians to their programs.

6. **Target Department role in addressing social issues/problems through provision of recreation services (working parents, single parent families, youth, loneliness, stress and mental illness, unemployment).**

RATIONALE/SUPPORT

o 400 Calgarians were asked if recreation services could help deal with the social problems listed above; the answers were very positive in each case - Calgarians believe that recreation can help (Appendix H - table 8).

o Respondents were also asked to what extent they would be willing to support use of tax dollars to develop social service/recreation programs to address each of the listed social problems - they were supportive in each case (Appendix H - table 9).

a. Plan and develop more recreation programs that address the needs of working parents and the single-parent family.

b. Work with other agencies to develop programs and services that appeal to Calgary's teen population - particularly those not currently involved in community activity.

c. Plan and schedule programs and activities that are relevant to the needs and interests of the unemployed or underemployed.

d. Increase emphasis on programs that have social, leisure education or holistic health potential.

e. Utilize community service (fine option) programs for minor offenses.

7. **Continue present emphasis on facilitation and community development strategies.**

RATIONALE/SUPPORT

- Cosponsored approaches (municipal support of recreation programming by non-profit agencies) were shown to be effective and cost-efficient in 1985 study 'The Effectiveness of the Leisure Programming Delivery System' (Appendix L).
- See rationale for role of municipal government in the parks and recreation delivery system (Appendix D).
- See rationale for community development approach (Appendix M).
- 63% of respondents supported 'increasing community responsibility' as a restraint strategy that should be considered by the City (Appendix I - issue 4).
- In a survey of 196 Calgarians, 77% endorsed the concept of Adopt-a-Park, indicating agreement with the notion of transferring City responsibilities to communities providing that a willingness and ability exists (Appendix K).

a. Continue to assist and develop partnerships with non-profit groups interested in providing recreation opportunities for Calgarians.

b. Increase levels of consultation and cooperation with other city-wide suppliers of leisure opportunities (educational, Y's, Boys and Girls Clubs, etc.) to avoid undesirable competition and to develop synergistic relationships (target marketing, cooperative projects, etc.).

c. Increase public participation in parks development and maintenance by 10% per year through the Adopt-a-Park Program and Parks Foundation Calgary.

d. Establish mechanisms capable of managing city and community run arenas as a single system providing optimal service to the diverse needs of users (cooperative planning, programming, booking).

e. Continued development of volunteer and community leadership programs.

f. Encourage non-profit groups to assume responsibility for capital projects assigned high priority by the City - projects that might otherwise have been constructed and managed by Calgary Parks & Recreation.

g. Manage provincial and municipal grant programs for community groups in the context of requirements of the overall parks and recreation system (see for example Appendix H, table 15 summarizing capital priorities from taxpayers perspective).

8. **To provide continued support and encouragement to related societies (Zoo, Heritage Park, Fort Calgary, Planetarium/Alberta Science Centre, Lindsay Park, Parks Foundation Calgary).**

RATIONALE/SUPPORT

o Calgarians are VERY pleased with the work that the special facilities/societies are doing - using the Zoo and Heritage Park as examples, 89% of 400 households surveyed indicated that they felt 'good' or 'very good' about their services - the highest ranking given to any category of parks/recreation service (Appendix H - table 3).

o The results of interviews on financial issues showed that taxpayers feel they are getting good to excellent value for the subsidy offered to these special facilities (Appendix I - issue 1).

o Cost-effective management is provided by societies through use of volunteers, encouragement of donations, etc.

o Calgarians endorse 'increasing community responsibility' as a restraint strategy (Appendix I - issue 4).

a. Encourage all societies to take full operating responsibility for their facilities and programs - City role to be 'arms length'.

b. Encourage and assist the societies to develop marketing approaches that increase both use and the financial contribution of users (see public opinions expressed in Appendix I - issue 3).

9. **Build on the Olympic spirit to stimulate involvement in related sports, winter outdoor recreation and community cultural activity.**

RATIONALE/SUPPORT

o A unique opportunity for Calgary's athletes and cultural communities to display and share skills to each other and to the world.

o Major public investment in facility development, it is incumbent on the Department to do its share to ensure a sound legacy and ongoing utilization.

o A mail survey of 457 households indicated that 58% favoured increased development of winter outdoor recreation opportunities (Appendix K).

a. Cooperate with other agencies to ensure full utilization of Olympic legacy facilities.

b. Ongoing sponsorship of an annual Winter Festival tailored after 'One Year and Counting' (1987).

c. Develop a Winter Outdoor Recreation Marketing Program (similar to Participaction).

d. Increase levels of municipal support for winter (outdoor) programming by voluntary groups and agencies.

e. Open additional parks and golf courses for casual winter recreation.

f. Work with related Societies to expand winter opportunities.

10. **Enhance organizational health of Calgary Parks & Recreation to foster increased effectiveness and efficiency.**

RATIONALE/SUPPORT

- 1984 'Organizational Health Survey' raised a significant number of issues in Department.
- A force field analysis exercise conducted in 1986 as part of the strategic planning process indicated that many of the 1984 issues still needed further work (Appendix F).

a. Maintain and communicate clear mission statements for the department, each division and section. Take steps to ensure integration of these statements with operational goals, strategies, budgets and control systems.

b. Clarify roles and responsibilities with the intent of giving each operating unit as much authority, flexibility and accountability as possible.

c. Build team spirit, cooperation and trust within and between operating units - some emphasis on vertical lines of communication within Division.

d. Strengthen leadership, decision-making and problem-solving capabilities of the department.

e. Improve image of department (self-image, image within corporate system, public image) by operating as a pro-active, responsive and productive unit focused on services to our clients.

f. Increase effectiveness of partnerships with municipal support departments (Personnel, Mechanical Services, Structures and Buildings, Purchasing and Stores).

g. Continue efforts to enhance the working relationship with unions.

h. Increase effectiveness of communications with Commissioners' Office, the Parks & Recreation Board and Council.

11. **Expand and foster relationships with non-profit partners in providing leisure to Calgarians. To ensure coverage with regards to range of programs and facilities. Calgary Parks & Recreation will provide a coordinating role with other agencies/providers of leisure in Calgary.**

RATIONALE/SUPPORT

- In client workshops involving Department and agency staff, all groups identified a goal related to interagency cooperation/communication (Appendix O).
- Potential for avoidance of duplication of services and programs.
- Sharing of experience and resources among leisure providers to provide a quality level of service to Calgarians.

a. Act as the catalyst to encourage groups/organizations of similar interest to share resources and experience (e.g. Leisure Forum, Calgary Area Outdoor Council, Federation of Calgary Communities) and support the formation of umbrella organizations where beneficial. To facilitate ongoing communication and networking among providers of leisure in Calgary.

b. Develop interagency committees to provide a synergistic provision of leisure opportunities and facility operations; to provide awareness of all opportunities and to cooperate in joint ventures where beneficial.

c. To ensure that through cooperative efforts, leisure opportunities are available to all Calgarians (considering geographic, economic, age and ability/disability factors).

Part 3

Long Term Goals

PART 3: LONG TERM GOALS FOR PARKS AND RECREATION IN CALGARY

The task ahead is all but overwhelming. Our parks and open spaces must respond to the complex, but traditional needs of a growing, maturing city. Leisure services will be central and critical to a post-industrial and self-realization society. Parks & Recreation has a role in shaping the physical and social future of Calgary.

The relatively short-term goals outlined in the previous section of this report are intended to take advantage of the slow growth years anticipated for the remainder of this decade to consolidate base services, further involve the community and build quality. A major development period is anticipated in the 1990's; the following goals outline our dream and direction to the end of the century.

GOALS FOR THE YEAR 2000

1. **Calgary Parks & Recreation strives towards the development and maintenance of a modern, accessible and functional open space system.**

   - o Key natural areas will be conserved, a balance of sensitive recreational/educational use and preservation.
   - o The river valley systems will be fully accessible with major park nodes located along land and water routes.
   - o Local parks will be fully integrated with and responsive to the changing needs of Calgary's communities.
   - o Additional regional parks will be created to serve the needs of residents located at some distance from the rivers.
   - o Wherever possible, the entire system will be linked by linear parks, trails and pathways.
   - o See parks/open space guidelines in section 4 of this plan.

   Map 1 highlights the predominant features of our expanding parks and open space system.

2. **In cooperation with surrounding authorities, Calgary will endeavour to create a regional system of parks and natural areas designed to respond to the leisure interests and environmental needs of a growing regional population.**

   - Protecting floodplains, significant natural habitats and scenic views.
   - Providing outdoor recreation and education opportunities for the residents of Calgary and region.
   - Linked by trail and water corridor to Calgary and the foothills beyond.

   Map 2 summarizes the opportunities available.

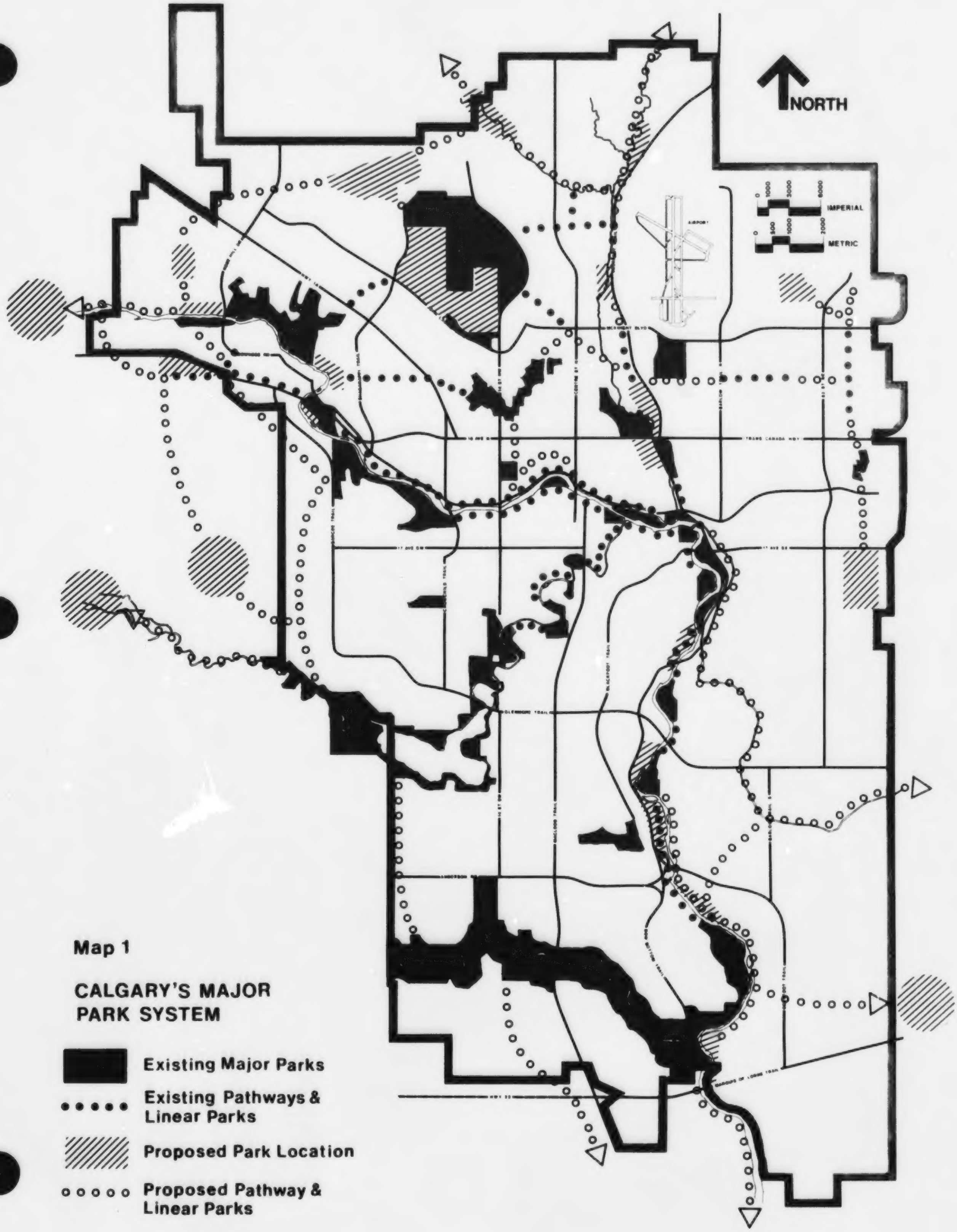
3. **Calgary Parks & Recreation will continue to cooperate in the 'GREENING OF CALGARY', developing the city as an oasis in the prairie landscape.**

   - Public parks and buildings will be well landscaped and carefully maintained.
   - Entrances to and main corridors through the city will be enhanced with amenity parks and planting.
   - Businesses and private homes will be fully committed to doing their share.
   - Related community projects common throughout the city, supported by the public sector when necessary.
   - See guidelines in section 4 of this plan.

4. **The City and it s voluntary sector will continue to develop a system of first-class recreation facilities convenient to all Calgarians, responding to the most popular leisure needs and demands.**

   - Sport interests will continue to be served with a gradual increase in adult-oriented services.
   - The arts and cultural needs of Calgarians will form a comprehensive system of related facilities (developed and managed by the private, voluntary and public sectors).
   - Partnerships with the school systems will expand to serve the leisure-oriented extracurricular and continuing education needs of the community.
   - Facilities will cluster (regardless of which organization is responsible for which component) to share resources and offer complementary services to a society increasingly oriented to the 'whole person'.
   - See facility guidelines in section 5 of this plan.

   Map 3 illustrates most likely general locations for facility cluster development.


NORTH
0
1000
3000
6000
IMPERIAL
0
500
1000
2000
METRIC
AIRPORT
TRANS CANADA HWY
GLENMORE TRAIL
MACLEOD TRAIL
BLACKFOOT TRAIL
DEERFOOT TRAIL
CROWCHILD TRAIL
SARCEE TRAIL
BARLOW TRAIL
17 AVE SE
17 AVE SW
MCKNIGHT BLVD

Map 1

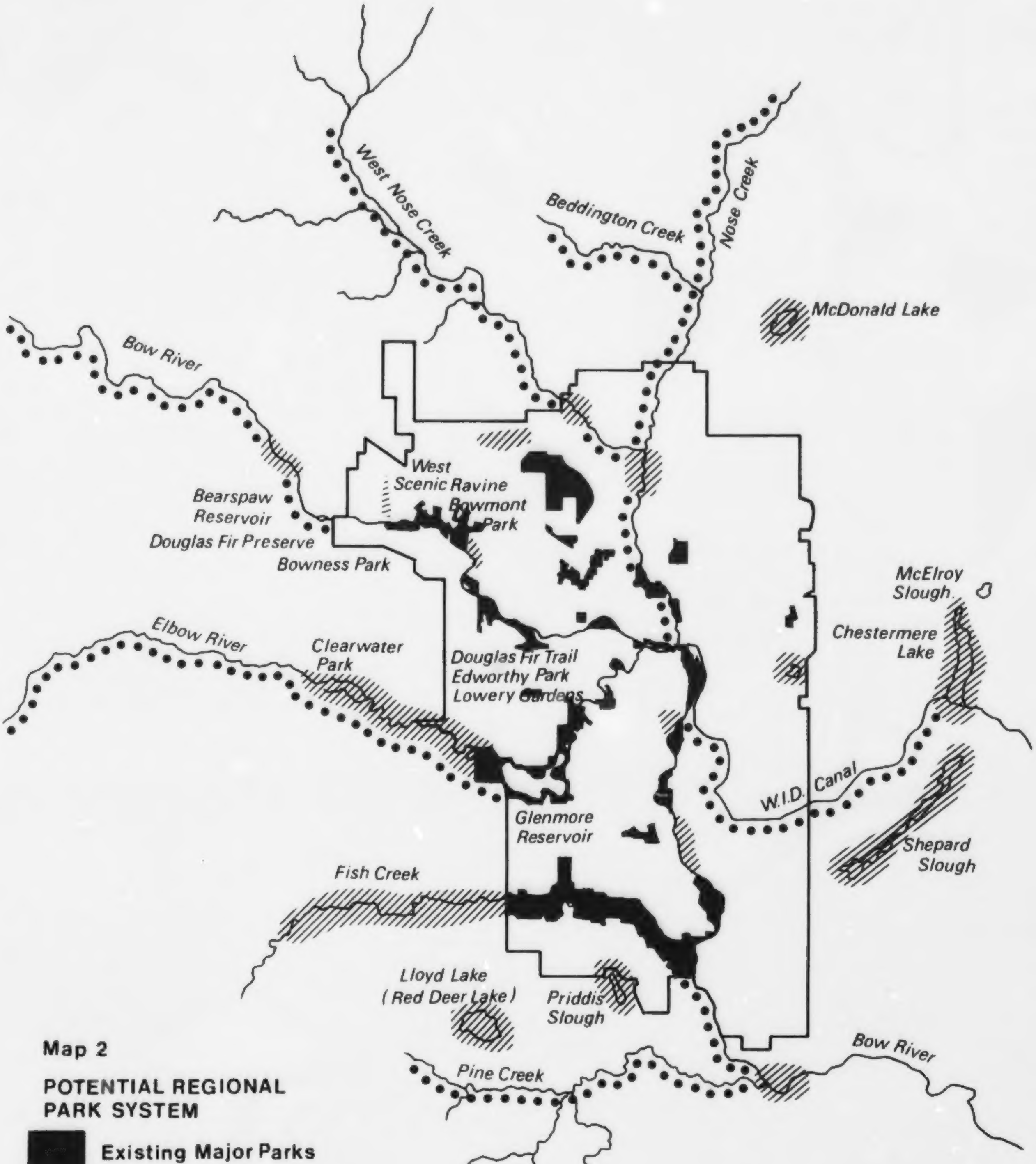
CALGARY'S MAJOR PARK SYSTEM

■ Existing Major Parks

● ● ● ● ● Existing Pathways & Linear Parks

▨ Proposed Park Location

○ ○ ○ ○ ○ Proposed Pathway & Linear Parks


West Nose Creek
Beddington Creek
Nose Creek
McDonald Lake
Bow River
West Scenic Ravine
Bowmont Park
Bearspaw Reservoir
Douglas Fir Preserve
Bowness Park
McElroy Slough
Chestermere Lake
Elbow River
Clearwater Park
Douglas Fir Trail
Edworthy Park
Lowery Gardens
W.I.D. Canal
Glenmore Reservoir
Shepard Slough
Fish Creek
Lloyd Lake
(Red Deer Lake)
Priddis Slough
Bow River
Pine Creek

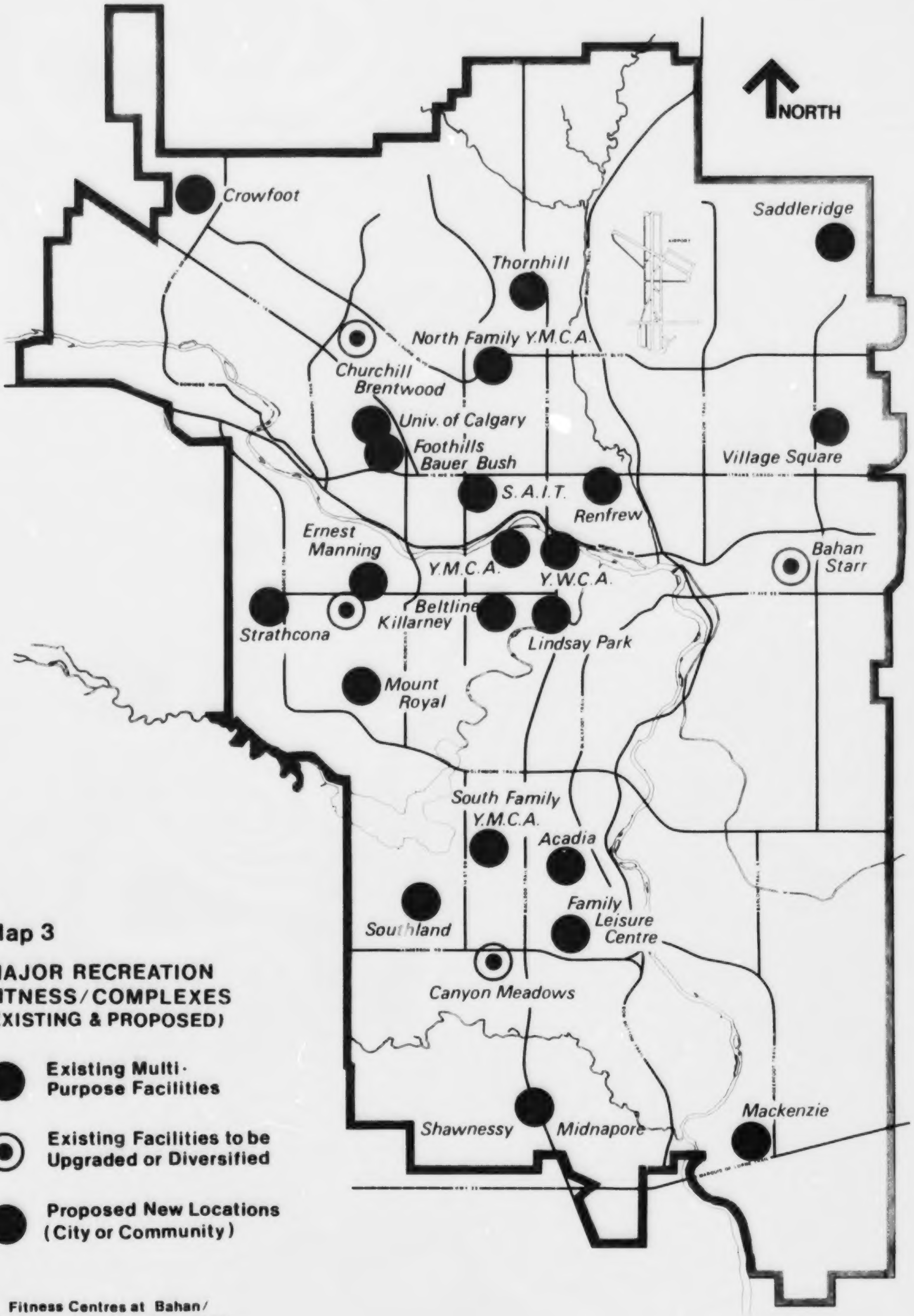
Map 2

POTENTIAL REGIONAL PARK SYSTEM

■ **Existing Major Parks**

▨ **Parks/Natural Areas to be Protected, Acquired or Developed**

•••• **Corridors to be Protected, Acquired or Developed**


NORTH
Crowfoot
Saddleridge
Thornhill
North Family Y.M.C.A.
Churchill Brentwood
Univ. of Calgary
Foothills Bauer Bush
Village Square
S.A.I.T.
Renfrew
Ernest Manning
Bahan Starr
Y.M.C.A.
Y.W.C.A.
Beltline
Killarney
Strathcona
Lindsay Park
Mount Royal
South Family Y.M.C.A.
Acadia
Family Leisure Centre
Southland
Canyon Meadows
Mackenzie
Shawnessy
Midnapore

Map 3

MAJOR RECREATION FITNESS/COMPLEXES (EXISTING & PROPOSED)

● **Existing Multi-Purpose Facilities**

◉ **Existing Facilities to be Upgraded or Diversified**

● **Proposed New Locations (City or Community)**

* Fitness Centres at Bahan/Killarney, Churchill/Brentwood

5. **A full range of leisure services will be available to all age and interest groups.**

- o The matrix below illustrates the goal of providing all Calgarians with physical, creative/artistic, social, intellectual and spiritual activities through leisure.
- o Partnerships with the school system will expand and serve as a precedent for complimentary links with the churches, ethnic clubs and social service agencies.
- o Such themes will be addressed through fitness, sport, arts, folk arts, outdoor, general recreation and leisure education programs.
- o See base service model (Table 3) in section 6 for more information.
- o The chart below indicates the level of involvement that Calgary Parks & Recreation is currently active in; cooperation with other agencies will be a priority to ensure low areas of activity are addressed.

Client interest	Children 0-12	Youth 13-18	Adult	Senior	Family
Physical	H	M	H	M	L
Creative	H	L	H	H	L
Intellectual	L	L	M	M	L
Social	H	L	H	H	H
Holistic	L	L	L	L	L

H - High M - Moderate L - Low

6. **The voluntary sector is expected to significantly increase it's role in the provision of leisure and park services, with assistance from the public sector if necessary during the expansion period.**

- o New facilities will increasingly be developed by the community, with public grant assistance if necessary.
- o Existing city facilities will be transferred to voluntary organizations on an opportunity basis, consistent with the principles of continuing public access, economy for all concerned and the City's responsibilities to its employees.
- o Citizens will become increasingly involved in the

development, maintenance and stewardship of their park and open space system through Adopt-a-Park and the programs of the Parks Foundation Calgary.
- o Leisure programs will increasingly become the responsibility of the communities and interest groups benefitting.

7. **Parks, facilities and leisure programs will become more accessible to all Calgarians.**

- o Parks and leisure opportunities will be as geographically accessible as economics permit.
- o The City will strive to make a range of opportunities in all parks and facilities accessible to the physically disabled.
- o Programs will be integrated whenever possible and special services developed if required.
- o Economic barriers will be removed for basic services; all economic groups will enjoy free parks, outdoor skating, outdoor swimming, access to community playing fields, special events and introductory programs.
- o Charges will apply when indoor use, instruction, regular or exclusive use (e.g. bookings) is required; but even here, needy individuals will be assisted.

8. **Calgarians will be encouraged to gradually shift their leisure interests and emphasis to less consumptive activities.**

- o Modern leisure services were developed in an age of affluence and urban Canadians have come to expect the right to swim in the middle of winter and to skate regardless of weather; the cost to both user and taxpayer is high.
- o Leisure service agencies will increasingly emphasize less consumptive activities such as seasonal outdoor activities, full use of the park system, and existing multi-purpose community facilities (halls, schools and churches).
- o The result should be both increased participation and reduced expense to all concerned.

9. **Leisure service agencies will increase their flexibility and willingness to innovate - a changing society demands a changing system.**

- o The box below entitled 'Areas of Emphasis' suggests many of the service challenges of the future.
- o Only the most flexible, innovative and dynamic organizations will remain relevant to a changing Calgary.

AREAS OF EMPHASIS-BASED ON PRESENT SOCIETAL TRENDS AND ISSUES

The areas identified below emerge from consideration of the trends and issues shaping the 1980's. They are areas requiring new emphasis and in no way diminish the importance of carrying on with traditional thrusts related to children, sport and physical recreation.

EXPANDING MARKETS OF THE 1980's

- YOUNG ADULT (largest, able to pay own way)
- SENIOR CITIZEN (expanding in every way)
- TEENS (under-served and demanding attention)
- THE UNEMPLOYED (time on their hands and needing)
- THE POOR (cut out by pricing policies)
- THE WORKER (employee fitness to employee recreation)
- THE OFFENDER, DELINQUENT, DROP-OUT (a sub-culture searching for meaning and positive experiences)
- THE FAMILY
- THE DISABLED

CLIENT INTERESTS AND MOTIVATIONS

- PERSONAL HEALTH AND FITNESS (Holistic)
- SELF DISCOVERY AND SELF ACTUALIZATION
- CREATIVITY (the human potential)
- SOCIAL INTERACTION, A SENSE OF BELONGING
- EXCELLENCE (to be known for a non-work role)

ACTIVITY THEMES/PRODUCTS

- INDIVIDUAL SPORTS
- COMPLETE FITNESS PROGRAMS (wellness, holistic)
- ART/CULTURE
- OUTDOOR SKILLS, AWARENESS AND SENSITIVITY
- LEISURE EDUCATION/EXPERIMENTATION
- COMMUNITY CONTRIBUTION AS LEISURE

DELIVERY SYSTEMS TO BE EMPHASIZED

- THE VOLUNTEER
- GROUPS SERVING SPECIAL NEEDS GROUPS
- THE COMMUNITY (geographical)
- THE HIGH DENSITY COMMUNITY
- THE COMMUNITY OF INTEREST
- THE SOCIETY (e.g.,Planetarium)
- THE EMPLOYER
- THE SCHOOL SYSTEM AND THE COMMUNITY SCHOOL
- THE SOCIAL SERVICE ASSOCIATION (Y, Boys' and Girls' Clubs)
- THE COMMERCIAL SECTOR
- SKILLS EXCHANGES

NEW ROLES FOR CALGARY PARKS & RECREATION

The challenge contained in previous box 'Areas of Emphasis' suggests the magnitude of the task ahead. However, other trends summarized in the box entitled 'The Big Picture' indicate clearly that the City of Calgary will have difficulty responding directly.

In the next 5-10 years, Calgary Parks & Recreation's operating budgets and manpower resources will not grow appreciably. Attempts to assist under-served populations (the teen and young adult, the poor and unemployed, the worker, the socially alienated) will have to be largely self-funded; existing services will have to be either discontinued or transferred to free the resources necessary to address new areas.

Similarly, we will have to adjust internally as we respond to new client interests and motivations (personal growth and self-discovery, creativity, the need to contribute and belong) and to new activity demands emphasizing holistic health and fitness, multi-culturalism, outdoor skills and the arts.

Our capital budgets will be all but consumed in a struggle to protect the taxpayers investment in current parks and facilities and to maintain their viability and appeal in a changing market. Funds available for new projects will have to focus on the basics such as first parks in new communities and completion of projects already initiated (e.g. golf courses). Major new initiatives and developments will likely be undertaken by the voluntary or private sector, with the assistance of foundations and provincial and city grants.

The Department will find itself giving increased support to the volunteer, community associations and special interest groups throughout the city. Additional partnerships will be forged with social service agencies, the school boards and related societies (existing and new). We will be cooperating with residential developers, employers and commercial recreation entrepreneurs to get things done.

Increasingly, facilities will be leased to groups committed to providing the same or higher levels of service more economically; precedents set by the Millican Ogden Community Association (Jack Setters Arena), Silver Springs Community Association (Silver Springs Outdoor Pool) and the Lindsay Park Society have paved the way. Programs will be adopted or cosponsored; parks, rinks and natural areas will be adopted and cared for by the community.

The Department role will increasingly focus on education, support, enabling and facilitating services to community groups, agencies and individuals.

Although this emerging pattern has been prompted by the recession, it is consistent with the values, beliefs and philosophies of the parks and leisure services profession (see section 1, Appendices D & M). The experiences and precedents of the next 5-10 years will undoubtedly establish the models for the future.

THE BIG PICTURE

THERE WILL BE A CONTINUED INCREASE IN DEMAND FOR LEISURE SERVICES

- population increase
- continued unemployment (more free time)
- increase in number of individuals retired
- search for meaningful involvement and activity beyond work environment
- concern for environmental quality and pollution will increase.

DEMAND WILL DIVERSIFY-REFLECTING NEW INTERESTS AND NEEDS

- an adult-oriented population (different needs and interests from the youth orientation of the 60's and 70's)
- the single adult market
- value shifts favouring self-actualization, quality of life, voluntary simplicity, community, creativity
- impact of ethnic communities
- broadening of fitness and health ethic
- a 'bored' population looking for change
- the technological age, experimentation with new forms of learning and recreating
- experimentation with alternative social models (Third Wave, Conservor Society, Self-Help/Community)

THE DEPARTMENT WILL HAVE TO REDEFINE AND RE-EMPHASIZE ITS MISSION AND PURPOSE IN A CHANGING SOCIETY

- leisure education - a solution to unemployment and retirement
- self-development of the human potential movement
- an essential component of social services dealing with the disadvantaged and troubled (poor, troubled teens, youth offenders)
- a training ground for tomorrow's leader
- a means to community development.

All of the above suggests expansion and diversification; but the Department will have to find ways of responding to the challenge in an economy characterized by recession and restraint.

THE CITY'S ABILITY TO RESPOND TO DEMAND IN TRADITIONAL WAYS WILL BE SEVERELY RESTRICTED

- a little economic growth in Calgary in the next three to five years
- the ability of individuals to buy services in the commercial sector will be restrained (except in the young adult market - singles with jobs sharing accommodation)
- restraint also affecting senior levels of government (reductions in conditional grants directed at leisure services)
- costs associated with maintaining recreation plant developed in the last twenty to thirty years will consume increasing percentages of available budgets (debt servicing and facility maintenance).

HOWEVER, THERE IS AN APPARENT 'READINESS' TO EXPERIMENT WITH ALTERNATIVE APPROACHES TO THE PROVISION OF PARKS AND LEISURE SERVICES

- increasing strength of community groups and associations
- new potential for volunteer/docent movements
- individuals with discretionary time
- workers looking for additional satisfaction
- values favouring community, contribution, sharing.
- government consideration of contracting out and cosponsored arrangements
- new partnerships with related agencies (e.g., school boards) in the joint battle against an ailing economy
- interest in sharing the load with government (Adopt-a-Park, Cosponsored Programs, Parks Foundation).

Part 4

Parks/Open Space

PARKS DIVISION
MISSION STATEMENT

GENERAL

The Parks Division maintains approximately 3,600 hectares of parkland at 2,000 locations. In addition to this, the parks/open space system resource includes 500 playgrounds/tot lots, 250 natural ice rinks, 135 tennis courts, 300 ball diamonds and 155 community soccer/football fields, golf courses, athletic parks and cemeteries.

MISSION

TO ENSURE THE PROVISION AND INTEGRITY OF A HIGH QUALITY AND DIVERSE PARK & OPEN SPACE SYSTEM FOR PRESENT AND FUTURE CALGARY RESIDENTS AND VISITORS.

TO ENSURE A SAFE, AESTHETIC AND COMFORTABLE URBAN ENVIRONMENT THROUGH ENVIRONMENTAL MANAGEMENT/PROTECTION AND LANDSCAPE DEVELOPMENT QUALITY CONTROL.

THE SYSTEM WILL:

- Provide active and passive recreation opportunities.
- Offer a setting for outdoor education (formal and informal).
- Ensure environmental protection/preservation (aquifers, flood plains, woodlots, habitats, 'urban lungs').
- Contribute to effective urban design (buffers, noise barriers, links and corridors, set-backs).
- Landscape and beautify the urban environment.
- Be a source of civic pride and a prime tourist attraction.

SERVICES PROVIDED

- Coordination of land acquisition for park/recreation purposes.
- Park planning/design (in cooperation with the Planning Section).
- Park construction and maintenance.
- Management of natural areas owned by the City.
- Production of plant materials (trees, shrubs, flowers).
- Environmental control (weeds, mosquitos, other insects).
- Contract landscape maintenance for other City Departments.
- Quality control of landscape development by private developers and other City departments.
- Extension programs (community education).
- Encouragement of community initiative in the 'Greening of Calgary'.

CUSTOMERS SERVED

All citizens of Calgary should benefit with particular focus on children (formal and informal play), the sport enthusiast (youth and young adult) and the adult searching for a break from the built environment (relaxation and/or nature study). City parks attract the tourist and out-of-town visitor.

The Division also responds at cost to the needs of other Divisions and City Departments.

OPERATING PHILOSOPHY

Our commitment to the natural environment and the 'Greening of Calgary' is developing abilities to provide quality services at reasonable cost. A productivity savings in one area frees resources to do more in another.

We encourage community involvement through the Adopt-A-Park program and will cooperate with any group or agency sharing our desire to produce a first-class system of parks and open spaces.

Every effort will be made to secure the resources necessary to protect the City's extensive investment in park acquisition and development:

- Our parks must be attractive and functional if they are to be fully utilized.
- Investment in expensive plant materials (grass, shrubs, trees) must be protected.

FINANCIAL COMMITMENT

Mill rate support for the most part. Provincial grants available for specific programs such as mosquito control and horticultural information.

ACTIVITIES/GROWTH DRIVERS

Urban growth requires new park development. Increased citizen interest in the outdoors and outdoor physical activity places pressure on carrying capacity of current system - plant materials deteriorate or die through over-use.

PRINCIPLES
TO GUIDE PARK/OPEN SPACE DEVELOPMENT AND MANAGEMENT

P1. ROLE OF DEPARTMENT

To develop and manage an effective park and open space system and to protect it for future generations.

To lead other City Departments in managing their properties with parks/open space/environmental objectives in mind; providing assistance where required.

To encourage all Calgary property owners to participate in the 'Greening of Calgary' - providing outdoor leisure opportunities, landscaping and beautifying the urban environment and protecting sensitive natural areas.

P2. MINIMAL REVENUE EXPECTATIONS

Given the diverse functions and appeals of the urban park and open space system, the taxpayer has traditionally been willing to support full development and operating costs. In general, access to parkland will be free to the user.

Fees and charges will only be considered in the following situations:

- where user groups require exclusive use of a park area for a specific period of time (a booking of a picnic area or sports field)
- where costly maintenance is required related to the use in question (e.g. lining, regular watering and cutting of sport fields)
- for special events having high operating costs (e.g. services, bleachers, supervision)
- where the City or a related Society is providing a unique facility or service with city-wide appeal and where capital and operating costs are significant.

P3. RECOMMENDED DEVELOPMENT GUIDELINES

General planning, capital budget preparation, land acquisition and development activity will be based on the park/open space classification, guidelines and standards contained in Table 1.

P4. COMMITMENT TO REGULAR REVIEW OF EFFECTIVENESS OF PARK/OPEN SPACE SYSTEM

The municipal system of parks, open spaces and natural areas is developed with six general functions in mind: outdoor recreation, outdoor education, environmental protection, effective urban design, landscaping/ beautification, civic pride/tourist attraction. Over the years a hierarchy or system of park types has evolved that collectively responds to the identified functions (see Table 1).

The Department will regularly review the contribution that each site makes to the overall system with the intent of ensuring ongoing development and increased effectiveness for each site.

Every five years, a major review of the entire system will be undertaken to ensure that the hierarchical classification and resultant park types is responsive to current needs and preferences.

Site master plans, including a needs/preference analysis, will be prepared prior to development of regional and city-wide parks. These plans will be subject to a non-statutory public hearing of the Parks & Recreation Board and to Council approval before implementation.

Site planning will be performed for all other parks also, with public involvement being encouraged.

P5. CITY PARKS WILL BE MULTI-PURPOSE, DIVERSIFIED AND FLEXIBLE

Generally each site in the City parks/open space system will be designed to respond to as many functions as possible (outdoor recreation, outdoor education, environmental protection, effective urban design, landscaping/beautification, civic pride/tourist attraction). Exceptions may exist in natural areas, floral gardens and other specialty parks.

Sites will be designed to meet current needs and preferences and will be sufficiently flexible (multi-purpose or open to renovation) to respond to anticipated changes in demand.

All parks will be designed to serve the needs of as many age groups as possible (e.g. active and passive components, ball diamonds that could accommodate adult play if necessary).

Parks will accommodate year-round use if cost-effective (considering carrying capacity and seasonal operating premiums). Winter usage of parks will be encouraged by design, development and programming.

P6. PARKS WILL BE DESIGNED/CONSTRUCTED WITH OPERATING EFFICIENCY IN MIND

Parks will be designed and constructed so as to minimize on-going operating costs and difficulties such as:

- energy consumption
- vandalism and crime
- control and supervision
- maintenance
- water conservation
- pollution and environmental impact.

Parks will be designed with the following in mind:

- mix and balance
- diversity and variety
- visual intrusion and noise buffers
- attraction and function.

P7. EMPHASIS WILL BE PLACED ON PREVENTIVE MAINTENANCE

Plant materials (turf, shrubs, trees) are costly to replace as are park furnishings and structures. Maintenance and capital replacement programs will be designed to ensure cost effectiveness and protection of the investment involved.

P8. PARK USE WILL BE ENCOURAGED

Every effort will be made to encourage recreation and education activities in the municipal parks/open space system:

- multi-use design and year-round activities
- attractive furnishing and landscaping to attract passive use
- interpretive facilities and programs
- recreation programming and special events
- trail guides and introductory programs
- general public relations and marketing
- information on user safety and security
- low or minimum fencing.

Parks will be made as physically accessible as possible:

- central locations in neighbourhoods and communities
- linked to trails and pathways wherever possible
- regional and City-wide parks to be served by public transit, and with attention given to bus stop locations and guide sign installation
- design consideration given to special needs of the physically disabled, including parking stalls and access ramps.

Exceptions to accessibility enhancement are those areas whose management and preservation requires limited access.

P9. SIGNIFICANCE OF THE RIVER SYSTEM

The waterways of the Bow, the Elbow and Fish Creek are the most significant 'natural resources' in Calgary. The City's secondary creeks and streams also offer opportunities to develop corridors emphasizing a balance between environmental preservation and outdoor recreation.

The City intends to:

- continue to develop a river park system with a number of major parks serving a variety of leisure interests and connected by a linear park and pathway system
- acquire land or access rights for continuous public access to all river and creek banks, except in the case of private low-density residential lots (R-1, RR-1, R-2) and private non-profit organizations abutting the City's water courses
- acquire and develop areas with water features and high recreation potential which are outside the current City boundaries in order to extend and complement the municipal parks system
- enhance water recreation activities by providing improved launching facilities for non-power boats along the Bow, the Elbow and the WID Canal (parking lots, benches/tables, washrooms and shelters)
- improve the physical condition of all water courses and riverbank by working in cooperation with the Engineering Department, the Provincial Government and other agencies
- cooperate with the Waterworks Division of the Engineering Department to ensure protection of water quality in any park development on or adjacent to the City's water supply.

P10. SIGNIFICANCE OF OTHER NATURAL AREAS

Along with the river corridors, areas with representative or outstanding natural elements will be preserved to:

- maintain their future existence and natural qualities
- provide places for park users to be isolated from the urban environment in a setting where natural features and qualities are dominant
- offer outdoor "classrooms" for increasing our understanding of nature and our interdependence with ecological systems.

The City commits to:

- preserving all natural areas remaining in Calgary and vicinity if those lands are unique or have a high value to Calgarians
- work towards preservation of all islands in the Bow and Elbow Rivers containing valuable natural features
- managing natural areas to preserve existing species, habitats and special natural features
- establishing appropriate maintenance procedures and policies for natural areas
- providing suitable buffer zones between natural areas and adjacent incompatible land uses.

Natural areas will be integrated into the City park and open space system wherever possible to ensure protection. The system will contain:

- natural environment parks
- natural environment zones within larger parks
- environmental Reserve parcels.

Natural areas will be acquired by:

- developer dedication as Environmental Reserve
- developer dedication as credit or non-credit municipal reserve
- density transfer from the land and subsequent dedication by the developer as Environmental Reserve
- required development set-back zone standards (see Table 1)
- donations to the Parks Foundation Calgary
- outright purchase.

P11. THE IMPORTANCE OF LINEAR PARKS, TRAILS AND PATHWAYS

The City encourages the creation of linear parks in new subdivisions in order to both link together park nodes in a system and to provide opportunities for linear recreation. Priority is placed on the establishment of linear forms of environmental reserve and credit reserve, and the use of utility corridors (non-credit).

The City places a high priority on the development and maintenance of trails and pathways to:

- provide for linear recreation activities such as walking, jogging, cycling and cross-country skiing for personal fitness, sightseeing and leisure travel
- facilitate cycling as a mode of energy-efficient transportation.
- provide access in natural areas
- benefit the urban transportation system.

The Department will:

- continue to develop the system of pathways separated from vehicular traffic
- continue to develop unsurfaced trails for nature study, hiking, cross-country skiing and, in some locations, horse-back riding
- ensure public access by providing easements along riverbanks and escarpments through development setbacks
- ensure public access by providing crossings of barriers such as highways, railways, and rivers

- liaise and coordinate with the Transportation and Engineering Departments in the planning, design and development of bikeways using street and sidewalk locations as a part of an integrated system with pathways
- work with the Planning and Building Department and development companies in the planning, design, and development of pathways in new subdivisions
- continue to ensure that cooperative development guidelines and construction specifications are followed by the City and developers
- ensure that trails and pathways are properly maintained by:
  - developing a maintenance program and budget for maintenance and life-cycle costs/replacement
  - developing a systematic maintenance program and budget on a priority basis for pathways and skiing trails
  - encourage individuals and groups to maintain sections of the trail and pathway system through the Adopt-A-Park program.
- Minimize multiple use conflicts.

P12. PARKS/OPEN SPACE IN NEW COMMUNITIES

The Planning Act, 1980 provides for the dedication of land for municipal reserve which is traditionally used for schools, community parks and local parks (including decorative parks, tot-lots, neighbourhood parks and linear parks). The aggregate amount of land which is required through developer dedication is 10 percent of the parcel to be subdivided after subtracting environmental reserve and land purchased for expressway and freeway rights-of-way.

The residential subdivision design and approval process should respect the guidelines for community level provision contained in Table 1 and the following policies:

- 10% reserve dedication will be required
- 10% dedication will be exceeded only where:
  - the land is developed in a low-maintenance fashion and a financial contribution towards maintenance costs or a commitment towards on-going maintenance is included.

- justification for the over 10% dedication may include:
  - feature park development is desired
  - needed regional recreational features that are a priority of the City are being provided - e.g. golf courses, pathway or linear park links
  - unique features require protection
  - where there is a general open space shortage.
- no site intended for reserve status is to be less than 0.2 hectares unless it is part of a continuous linear park system and is designed with cost-effective maintenance in mind
- non-credit sites of size less than 0.2 hectares will be accepted only if the land is developed in a low-maintenance fashion and a financial contribution towards maintenance costs or a commitment towards on-going maintenance is included
- land dedicated as reserve shall be located and shaped so as to accommodate playgrounds, amenity parks (passive uses), community playing fields and joint-use sites. Only when these primary needs have been met will the Department consider dedication for linear parks and pathways, and more specialized recreation/park facilities such as golf courses, athletic parks, and regional recreation facilities.

A payment by a Developer instead of reserve dedication (cash-in-lieu) will only be considered in the following circumstances:

- where unusually large amounts of private or communal space satisfying the purposes of public open space have been provided
- where the development is so small that the minimum size requirements (above) cannot be met AND nearby parks/open space satisfy the criteria contained in Table 1 (particular emphasis on location or catchment criteria), or
- where the intended land use is non-residential and it can be shown that local parks are not required.

Transfer of reserve land from one development to another will be considered where it can be shown that the general intent and function of the neighbourhood and community system described in Table 1 will be met.

The distribution of regional parks in the City could be improved by increasing acquisition and development beyond the standard reserve requirement.

P13. PARKS/OPEN SPACE IN OLDER COMMUNITIES

Many older communities lack the parkland and open space expected to meet present standards. The City will attempt to ensure the provision of more adequate open space as these areas redevelop.

Priority will be placed on those communities deemed most deficient in the 'Inner City Open Space Study' (1985). Land will be acquired and developed on an opportunity basis using the following acquisition techniques:

- outright purchase using the reserve fund or Department budgets
- use of a special district levy on a defined geographic area of benefit as per Section 8 of the Recreation Development Act and the Municipal Taxation Act
- use of a redevelopment levy on a developer within a designated Area Redevelopment Plan community where identified through an Area Redevelopment Plan.

The techniques to be used to acquire open space will depend to a great extent on the nature of the redevelopment and whether the need for additional space created by the development is immediate or not. The table opposite summarizes how each of the funding approaches would be used.

The Department will keep an up-to-date inventory of parks and new acquisitions and will work with the Land Department to acquire lands on a priority basis.

Community residents will be apprised of acquisition priorities.

Redevelopment Demands Upon Open Space

Nature of Funding / Redevelopment Characteristics	General Mill Rate [1] Project 'A'	Special District Levy [2] Project 'B'	Redevelopment Levy [3] Project 'C'
Completion Time	-long term delivery and long term needs	-mid-term delivery and mid-term needs	-short term delivery and immediacy of need
Relative Intensity	-equal to or less than existing	-equal to or greater than existing	-significantly greater than existing
Population Characteristics	-equivalent to existing	-equivalent to or slightly different from existing	-significantly different from existing
Area Affected	-the entire City including all existing neighbourhoods	-sub-areas of the City which may include all or portions of existing neighbourhoods	-sub-areas of the City which have identifiable characteristics of their own independent of existing neighbourhoods
	This type of redevelopment maintains the 'status quo' in terms of demands placed upon existing open space facilities.	This type of redevelopment increases the demands placed upon existing open space resources. This increased demand may occur dramatically with a single project or over a relatively short period of time with a series of unrelated projects which have similar redevelopment characteristics.	
	An example of Project 'A': infill housing in an existing residential neighbourhood.	An example of Project 'B': multi-unit or mixed-use projects in an existing low density residential neighbourhood.	An example of Project 'C': multi-unit or mixed-use projects in a former industrial area.

FOOTNOTES:

1. This type of funding is assumed to meet the requirements of redevelopment associated with gradual and homogenous development. It is assumed that the existing open space provisions are adequate. However, if some areas are found defficient then general revenue funds may have to be supplanted with additional moneys to meet requirements for provision of space in all areas of the city.

2. This type of funding is assumed to meet the redevelopment needs associated with evolving development which is of a different nature from its surrounds. It is assumed that the existing open space met only the needs of the original district before it became transformed.

   This levy or special tax applies to a recreation area, as defined by bylaw, and can provide for that recreation area the whole range of recreation services, including land acquisition for a park.

   However, before this levy may be successfully implemented, careful study must determine the practicallity of this means of funding; ie: the moneys collected from this levy must be sufficient to offset the administrative machinery designed to collect such funds.

3. This type of funding is assumed to meet the redevelopment needs associated with a dramatic new type and form of development which varies significantly from its former context. It is assumed that the existing open space met only the needs of the original district. This levy can only be applied within the boundaries of an Area Redevelopment Plan, may only be applied once to an area and can only be used to provide land for a park or recreation facility.

NOTE: This table is to be used for illustrative purposes only.

P14. THE ROLE OF ASSOCIATED CONTRIBUTORS TO THE OPEN SPACE SYSTEM

Golf courses (whether municipal, private but open to the general public, or private membership only), athletic parks, cemeteries and play fields play a significant role in the open space system, addressing all of the purposes and functions of parkland.

The City will discourage redesignation of public or private courses for other land uses and will consider acquiring private golf courses proposed for redevelopment with reference to the following criteria:

- existing or future golfing opportunities in the same geographic area
- proximity to other regional or city-wide open space
- significance of landscape amenities and natural features within the course
- general density of surrounding residential development
- existing open space provisions in adjacent communities and the impact of proposed redevelopment
- type of redevelopment proposed.

P15. ENCOURAGEMENT OF OTHER ORGANIZATIONS TO PARTICIPATE IN THE 'GREENING OF CALGARY'

The Department commits to demonstrating effective design and management of its parks and other properties in keeping with the six major functions of open space (recreation, outdoor education, environmental protection/ preservation, effective urban design, landscape/beautification, civic pride/tourism). The Department will concentrate on providing input to urban design and open space development by other organizations.

To the extent that resources permit, the Department will offer assistance to other City Departments in (on a cost recovery basis):

- provision of plant materials and park furnishings/structures
- contract maintenance
- quality control through plan review and construction inspection.

General advice and consultation will be made available to other municipal agencies at all times without charge.

The City will attempt to integrate all appropriate municipal land and properties into the park/open space system by:

- making public land acquired for future municipal purposes available for park or recreation use until such time as the intended use is implemented
- developing the park potential of any municipal facility where the six purposes are compatible with the primary use.

The integration of these lands into the parks/open space system will be pursued only to the extent that:

- the City's operating and capital priorities will support
- outside sources will contribute
- costs are justified by benefits.

The Department will actively promote the 'Greening of Calgary' by:

- providing horticultural information to interested groups or citizen
- public awareness and promotion of the roles that individuals and groups can play
- donating plant material for public spaces
- working on joint projects with outside groups.

P16. THE DEPARTMENT WILL WORK WITH GROUPS INTERESTED IN A PART OF THE PARK/OPEN SPACE SYSTEM

Users and adjacent communities will be encouraged to participate and become involved in the development and operation of their component of the park/open space system:

- providing input at the planning and design stage
- preparing and implementing development projects, possibly grant supported, that address the purposes and objectives of the site
- volunteering to upgrade maintenance levels.

All components of the park/open space system will be included in this process; tot-lots, community and regional parks, flower gardens, natural areas, etc..

The Department commits to an 'Adopt-A-Park' Program having the following general policies/principles:

- enhancement of level of park maintenance service
- resulting in no parks maintenance staffing reduction/lay off
- retention of unrestricted public park use
- lending of equipment and materials when necessary or appropriate
- department-citizen relationship clearly stated (signed agreement with maintenance guidelines, specific standards, and responsibilities)
- integration of volunteer work with park maintenance activities carried out by Department staff
- training of volunteers (e.g. irrigation, use of hydrants for rinks).
- Active promotion with public and Department staff.

The current focus of the 'Adopt-A-Park' programs include activities related to; boulevards, parks, roadways, trees, rinks, turf mowing, litter control and irrigation.

The effectiveness of the 'Adopt-A-Park' program will be evaluated every two years.

The City is also prepared to consider more formal user involvement in the development and management of certain sites. If a voluntary group is interested in preparing and operating the site (e.g. sport field, natural area, major city park) for the purposes intended by the City and for general public benefit (e.g. at least 50% public use), the following options may be pursued:

- an operating agreement between the City and a voluntary group registered under the Society's Act
- a lease or license of occupation
- a fee-for-service contract or arrangement.

In such instances, the Department will assist by providing land, advising on grant applications, and providing consultative services related to planning, construction or operation.

In the case of natural areas, environmental impact is an overriding criteria for approval.

P17. UNIQUE RELATIONSHIP WITH THE SCHOOL BOARDS - THE JOINT USE COORDINATING COMMITTEE

A Joint Use Agreement has been developed between the City of Calgary, the Calgary Board of Education (public) and the Calgary Separate School Board based on the following principles:

- all reserve lands and the Reserve Fund shall be held in a Joint Trust
- this Trust is for the use of the City of Calgary and the two school boards
- use will be made of the Trust in the best interest of the citizens of Calgary
- the Joint Use Agreement defines a set of rules to guide the administration of the Joint Trust.

The City commits to an ongoing, flexible partnership with the two school boards to ensure:

- effective planning, design and management of neighbourhood and community level parkland that serves the needs of school children and the general public living in the area
- efficient booking of facilities owned by all parties
- effective use of the Reserve Fund (cash-in-lieu of reserve dedication)
- use of surplus properties and buildings in a way which is sensitive to community interests.

P18. PRODUCTION OF PLANT MATERIALS - NURSERY AND GREENHOUSE

The provision of trees, shrubs and greenhouse products will be drawn from a mix of civic and private sector supplies taking into account the following; reliability of supply, base program and special project requirements, quality of product, cost and timing.

Trees and shrubs will be provided by the Department to other City Departments and related Societies.

P19. MAINTENANCE STANDARDS

Maintenance standards are being developed for each type of park and open space contained in the system or hierarchy described in Table 1.

These standards will be designed to:

- ensure attractive and functional parks and open spaces
- protect the capital investment in plant materials, park furnishings and structures in developed parks
- ensure standards are compatible with each parks situation (i.e. quality of vegetation, quality of infrastructure - including irrigation).
- protect the natural environment.

Maintenance standards backed by proper budgets for non-tradional parks areas as natural areas, riverbanks, trails and pathways will be developed.

Maintenance standards will be reviewed regularly by the Department, both in general and as they relate to individual sites.

P20. ENVIRONMENTAL CONTROL (WEEDS AND INSECTS)

The Provincial Weed Control Act, the Agricultural Chemicals Act and the Agricultural Pests Act pass to the municipality authority and responsibility to enforce these regulations.

The Department will:

- educate the public in weed and insect control policy and procedure
- respond to complaints originating from the public regarding weed control problems, (in accordance with By-Law No. 8766)
- control plant diseases and pests in accordance with the Agricultural Pests Act
- conduct mosquito abatement both within the City limits and a sufficient area outside the City limits (re: By-Law No.8502)
- respond to private complaints about the impact of city spraying.

Some parts of natural areas will be formally considered for omission from the spraying program.

P21. TOWARDS A PHILOSOPHY OF STEWARDSHIP

Parks are for people; the citizens of Calgary, park users and staff of the Department will be encouraged to adopt a philosophy of 'park stewardship'.

More specifically, the Department will:

- encourage public appreciation of the functions and significance of the park/open space system
- foster an interpretive, educative and facilitative approach to park services with enforcement as a secondary role
- design parks giving consideration to ensure public safety and personal security
- encourage individuals to treat their parks as they would their own private open spaces (i.e. yards)
- communicate park and related bylaws through posted signs and literature.

The Department will preserve significant historic structures or features within municipal parkland for their heritage, educational or recreational values.

The integrity of current parks and open spaces will be protected by:

- roads will not be located through regional parkland and or other valuable open space unless suitable alternatives are not available
- utilities will be permitted through regional parkland or other open space only in such cases where they will not adversely impact on the park or open space or its use
- mitigating action will be taken to minimize disturbance as a result of any development on or near a park/open space site
- encourage private development to provide, upgrade and maintain deficient open space on the understanding that the integrity of the public use of the open space is protected by property line demarcation, etc.
- require upgrading of the open space system as compensation for reductions or encroachments caused by roadway or utility installations or the reserve fund compensated accordingly
- establishing an excavation permit system for utility installation in all parks, natural areas, and roadway greens.

The Department will limit recreational activities in certain locations if it is determined that they will result in a significant impairment of environmental quality, particularly if the damage would be permanent.

Parks and Open Space System
Supply and Development Standards

TABLE 1

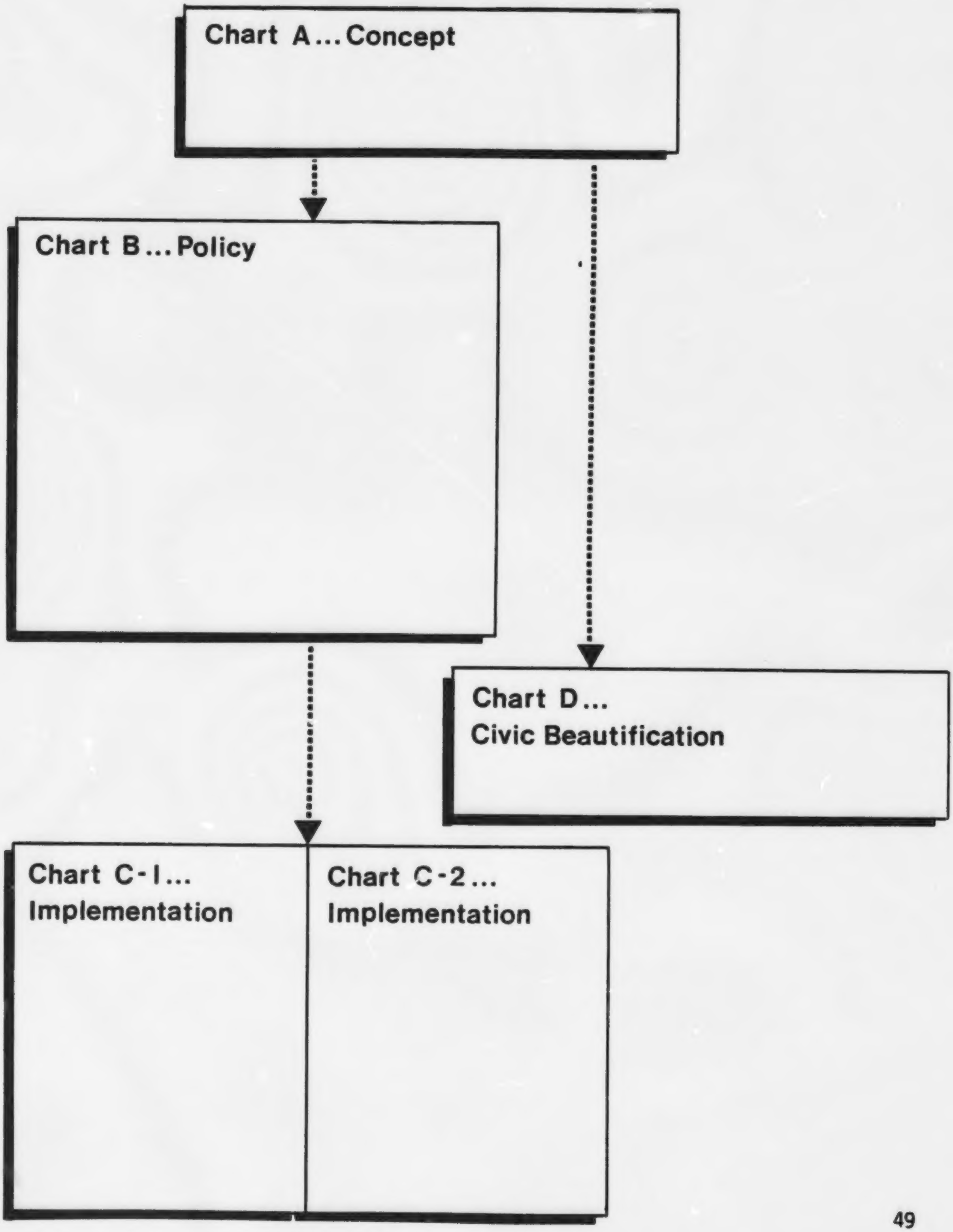


Chart A... Concept
Chart B... Policy
Chart D...
Civic Beautification
Chart C-I...
Implementation
Chart C-2...
Implementation

Table 1

Parks and Open Space System

CHART A - CONCEPT

Chart A... Concept

Parks and Open Space System - Supply and Development Standards

PURPOSE	TYPE OF SPACE REQUIRED					
	Home	Neighborhood	Community	District	Regional	City-wide
Active & Passive Recreation	Private & Semi Private • balconies • back yards	• tot lots • playing fields (elem. schools) • communal 0.5.	• junior high • C.A. Facilities • high quality sportsfields		• Major Ed./Rec. Complex (highschool, pool, arena, premier quality sports field.) • Athletic Parks • Regional Parks • Golf Courses	• specialized sport facilities • Special Ed./Rec. facilities (Zoo, Planetarium, Heritage Park, Fort Calgary • unique parks (eg. Fish Creek)
		Linear recreation	(walking	cycling	skiing	boating)
Outdoor Education		• "Natural" play areas				
Environmental Preservation/ Protection		• Environmental Reserve (slopes, creeks, woodlots, habitats, etc.)	• links, linear parks		• wetlands • flood plains • utility corridors	• Natural Areas • Wildlife Sanctuaries
Urban Form & Design	• set backs	• communal 0.1. (courtyards) • buffers			• parkways	• major "trails" expressways
Landscape/Beautify	• front yards	• streetscape • community entrance features • landscape themes			• landscaped major public/private developments	• entrance feature to City
Civic Pride/Tourist Attraction						
RESPONSIBILITY - Prime Supplier - Secondary Supplier - Control/Advisory	Developer, Owner/Renter 1. Planning Dept. 2. P/R Department	Developer/P/R Dept./School Boards/CA's Condominium Assoc./Churches 1. JUCC 2. P/R Dept.			P/R Dept. School Boards Clubs/CA's/Eng. Dept. 1. Planning Dept. 2. P/R Dept.	P/R Dept./Societies/Province Professional Sports Clubs 1. Planning Dept. 2. P/R Dept.

	City-wide
	• specialized sport facilities • Special Ed./Rec. facilities (Zoo, Planetarium, Heritage Park, Fort Calgary • unique parks (eg. Fish Creek)
	boating)
	• Natural Areas • Wildlife Sanctuaries
	• major "trails" expressways.
	• entrance feature to City
	P/R Dept./Societies/Province Professional Sports Clubs 1. Planning Dept. 2. P/R Dept.

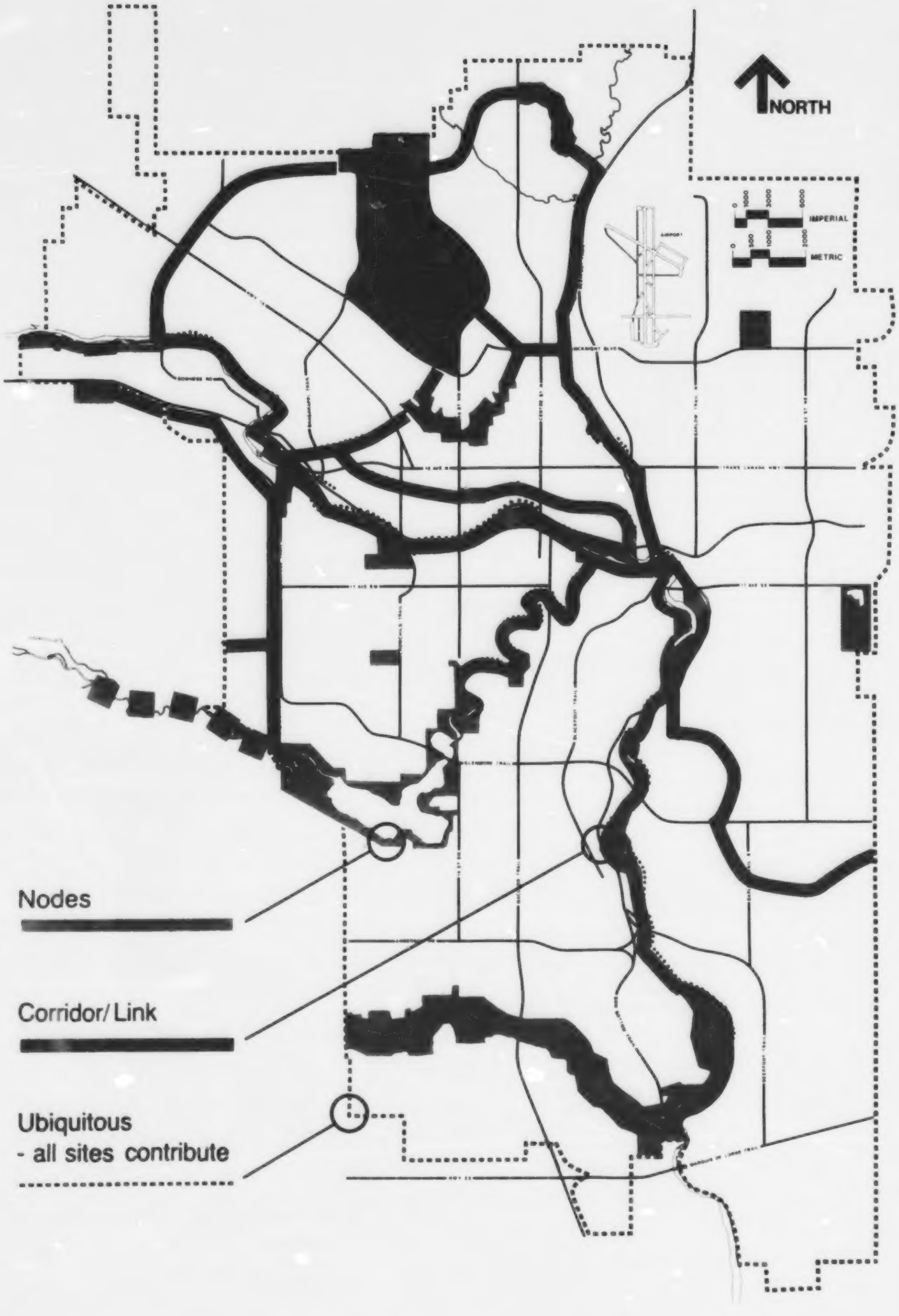

NORTH
IMPERIAL
METRIC
AIRPORT
Nodes
Corridor/Link
Ubiquitous
- all sites contribute

Table 1
Parks and Open Space System
CHART D - CIVIC BEAUTIFICATION

Chart D... Civic Beautification

"THE GREENING OF CALGARY"

1. GENERAL

Avoid dense screening plantings for security and vandalism.

2. HOME AND/OR SUB-NEIGHBOURHOOD

- preserve intersting site features, i.e. rock outcroppings, water features, existing trees and ground cover, integrate into site
- plant slopes or other areas unsitable as sodded lawns with shrubs and trees
- use combinations of trees, shrubs and small plants in clusters, rather than scattering them throughout the site
- provide climbing vines, ground cover and summer flowers where design calls for landscape material treatment of walls, slopes, etc.
- provide perimeter screen planting to suit social and visual requirements of adjoining properties; use coniferous trees and shrubs to maintain privacy
- do boulevard planting 1 tree per 50 feet
- 2 trees per house lot: 1 coniferous, 1 deciduous
- planting standard for apartments: a minimum of 30 trees per acre of site, 50% deciduous, 20% ornamental trees, shurbs, 30% coniferous
- for detached, semi, and townhousing: 5 deciduous or evergreen shurbs or vines per unit
- sponsor contests for 'best gradens'
- provide trees to interested citizens

3. PARKS - PLAYGROUNDS

- use only most mature trees and shrubs when selecting new plants, for children's play areas
- provide benches, drinking fountains, floral areas in tot-lots, parkettes and playfields
- do planting and landscaping with intensively developed recreation space, i.e. arena-auditorium-swimming pool complexes to complement use and overall function of space
- ensure park sites make an ornamental contribution to the urban and residential complex
- use trees to enframe school buildings, or use trees and shrubs in groups to create a shade area for outdoor classes
- use generous shrub and evergreen borders to serve as sight and sound barriers to protect neighbourhood residences from school activities
- beautify playgrounds with screening and plantings, use either shrubbery or hedges
- provide trees for shade in quiet areas and as screens for tall buildings in vicinity
- provide more creative playgrounds
- use 'Adopt-a-Park' for floral areas
- floral areas inappropriate for play areas
- floral areas preferable in high visibility parks - low vandalism
- many soccer fields require tuf rehabilitation
- encourage communities to follow design & maintenance standards of City
- do plantings with 5 m. setback from play areas
- minimize barbeque stands in parks

4. WOODLOT & TREE PRESERVATION

- preserve woodlots throughout built-up areas and in new subdivision: particular attention should be paid to species not found frequently in the City
- maintain existing landscape and vegetation with less developed recreation spaces, i.e. large natural areas preserve natural beauty
- 'protect trees in areas under development
- do not remove dead trees and deadfall in natural areas
- resist residents' pressure to mow natural areas
- work with developers to minimize grade and watercourse changes in E.R. in new subdivisions
- protect parks and natural areas from encroachment and damage by adjacent residents

5. MAJOR PUBLIC AND PRIVATE BUILDINGS

- use plants according to the scale in which they shall be displayed
- a few plants of the right form, colour and texture will be muc more suitable than a large nmber of small plants of indefinite form, fine texture, and routine colour. In all cases the plant materials should complement the structure
- with older architectural styles in public design, plant materials should assit the symmetrical appearance of the site
- because of the asymmetrical design of modern buildings, do planting in clusters
- avoid sidewalk hedging
- use coniferous and deciduous trees but plant away from the building
- provide flower beds
- include landscape guidelines in development permits

6. DOWNTOWN CORE

- adopt locational and design standards for both public improvement and private development to complement the natural environment
- ensure open space provides ambience, vista and visual relief through landscaping, murals, siting and light
- provide variety of shape, size and design character when establishing small urban spaces along major pedestrian routes
- in general, plant materials provide the following functions in downtown areas: screen unpleasant views, emphasize interesting vistas, cast light or shad on sitting areas or shadow patterns on building walls, give a sense of human scale, emphasize important places or add colour to a drab area
- setbacks can contribute at least five functions for core enhancement: potential sidewalk space, large scale planting, kiosk area and widened sidewalks, sidewalk cafes, and quiet sitting areas. Each of these functions should be considered for downtown beautification purposes
- emphasize functional design at Prince's Island - skating, barbeques
- do more decorative planting in downtown: perennials, parkettes, hanging baskets, planters
- flower beds at access routes into downtown
- landscaping and flower beds on CPR & LRT rights-of-way

7. MAIN ENTRY POINTS & ROUTES INTO CITY

- support garden and horticultural societies and other service organizations to develop and maintain formal gardes in district, city-wide, and approach locations
- ensrue highway medians and boulevards are well kept and planted
- encourage the planting of long-living shade trees and preserve and maintain existing trees
- maintain or plant well-located and selected shrub masses and groups of small ornamental trees
- remove or redesign objectionable billboards or signs by working in cooperation with the commercial and business sector
- provide methods and means of screening dumps and automobile graveyards as well as foundry sites and older industrial areas
- provide a variety of trees along approach routes to the city, i.e. species, height and spacing. Plant materials are to complement existing landscape features along the approaches by enhancing and highlighting
- provide embankments with floral displays and symbols
- use entrance themes - "prairie" at east entrance; "mountain" at west

8. ARTERIALS & PARKING LOTS

- preserve, maintain or develop flower beds or planters on boulevards in residential neighbourhoods and at major arterial intersections
- provide berming or thick hedges to visually and acoustically screen parking
- locate specified trees in groups in combination with berming to lessen impact of parking
- wood or masonry screens, subject to approval, are acceptable screens
- consider tree characteristics (height, width, crown size) when planting on city arterials
- initiate a survey of trees along arterials to develop an inventory so proper maintenance procedures can be employed
- use large shade trees, e.g. maples, lindens, elms on main arterials, wide streets, boulevards and streets
- pedestrian easements through parking lots, to function as attractive and interesting connections, identified by rows of trees and flanked by advertisng displays
- develop centres of activity at points where pedestrian routes (through parking lots) meet sidewalks and street. Such places should incorporate plant material, benches, kiosks and other street funiture
- avoid landscaping other than trees on median strips - salt damage; maintenance is difficult, expensive, dangerous
- use berming or different surfaces or plantings instead of landscaping medians
- do plantings of trees in groups
- develop planting standards for shopping centre parking lots

9. INDUSTRIAL AREA SCREENING

- create buffer zones to screen view of older industrial sites within the city
- provide dense planting of coniferous trees along with earth berms and changes in level to assist in buffering sights, sounds, and sometimes smells
- encourage remodel of downtown core industrial sites, which have been vacated, into shopping malls or restaurants

KRA: PP1

KEY RESULT AREA:

URBAN DEVELOPMENT

To ensure that the parks/open space perspective is carefully considered in all development decisions taken by the City.

DIVISION:

PARKS

PLANNING

OBJECTIVES:

1. To cooperate with private developers and other City Departments as they prepare concept plans for new communities or major development projects.
2. To encourage joint development projects (City, School Boards, and developers) that optimize the role of parks and open space.
3. To become more proactive; a catalyst promoting effective urban design recognizing the six roles of parks and open space (outdoor recreation, outdoor education, environmental protection, urban form, landscape/beautification, city pride/identity).

ACTION STEPS:	**APPROX. COST:**
1. Reorganize within budget to re-establish Supervisor of Parks Design and Development, (Fall 1987).	*
2. Clarify park/open space development process (planning to site design) in 1988.	*
3. Provide regular input to Director prior to attendance at Planning Commission meetings, immediately.	*
4. Provide planning guidance to Planning & Building Department and Developers for increased emphasis on amenity parks, linear parks & design variety (1988).	*
5. Renew and supplement landscape construction standards and specifications on an annual basis.	*
6. Participate in the negotiation of the Urban Development agreement.	*

PERFORMANCE INDICATORS:

1. Increased variety and quality of park/open space development and efficient use of space.
2. Improve rapport and influence with development community.
3. Increased efficiency and effectiveness in Planning and Development of parks/open space.

For more information see Goal 1 and Policies P5, P10-15.

KRA: PP2

KEY RESULT AREA:	**DIVISION:**
NEW PARK DEVELOPMENT	PARKS
To expand the parks system in accordance with the development priorities identified for the period 1988-1992.	

OBJECTIVES:

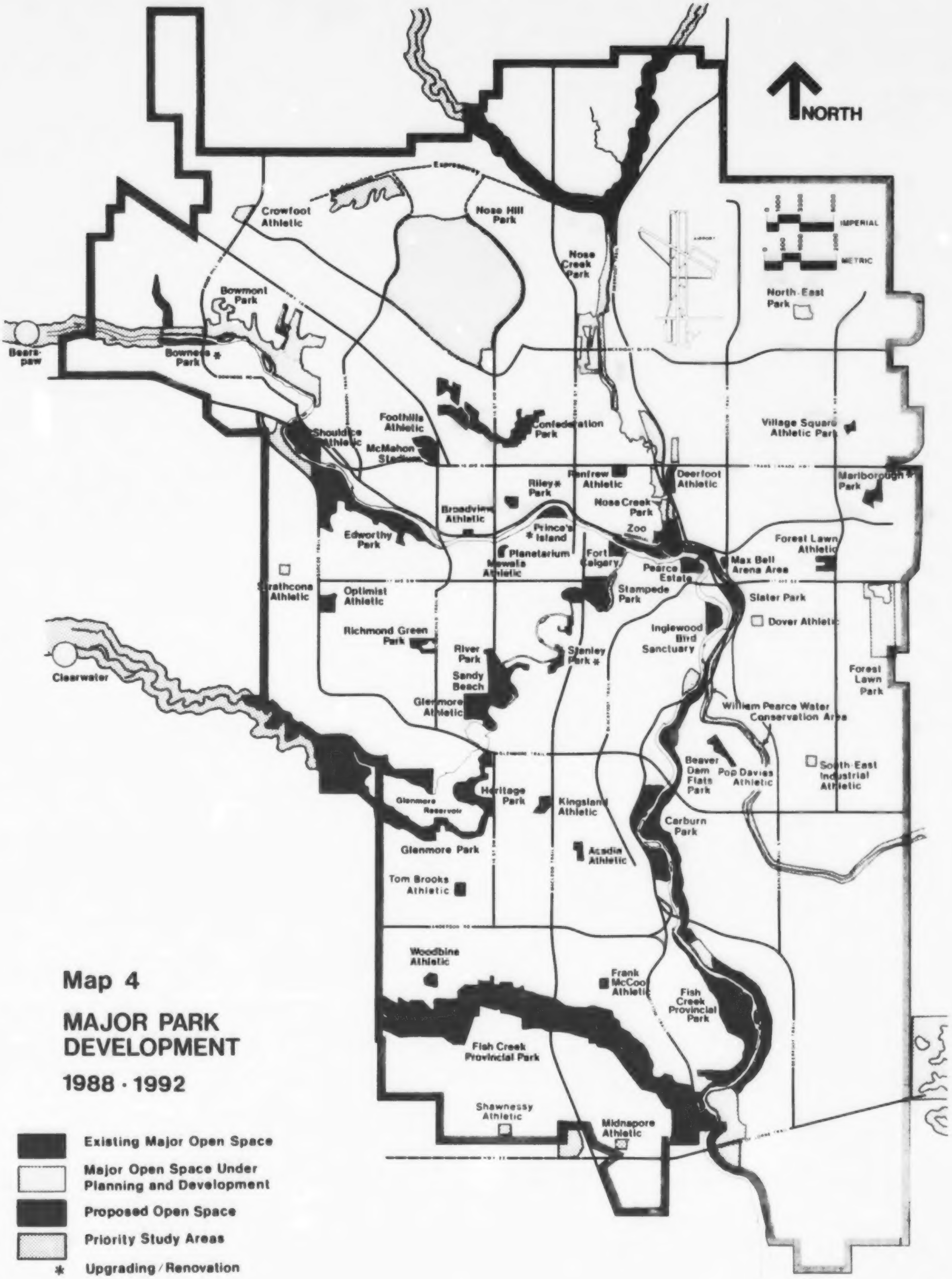
1. To develop regional recreation parks in the N.E. (Westwinds) and Nose Hill.
2. To undertake initial planning of Bowmont Park, Baker Centre and Forest Lawn.
3. To initiate usage of Bearspaw and Clearwater Park areas by developing appropriate links to the City along the Bow and Elbow Rivers. (see PP5)
4. To increase emphasis on amenity parks, linked parks and creativity/variety in park design.

ACTION STEPS:	**APPROX. COST:**
1. Complete planning/design for Forest Lawn Park, Baker Centre and Nose Creek in 1988.	$ 50,000
2. Base development of NE park in 1988/89.	$1,800,000
3. Support community contribution to N.E. park development during 1988-1992.	$ 500,000 (25%)
4. Appropriate land acquisition or consolidation and initial development of Nose Hill Park.	Unknown
5. Formulate park planning & design guidelines and identify priorities & preferences for amenity & linear parks (1987/88) - (See Open Space Standards).	*

PERFORMANCE INDICATORS:

1. Initial use of North East Regional Park in 1989.
2. The following parks initiated - North East Regional Park (1989), Nose Creek Park (1989), Nose Hill Park (1990).
3. Work towards acquisition strategy for Nose Hill by 1988 (in cooperation with Nosehill Task Force - interdepartmental).

For more information see Goal 3, Policy P3, Appendix K and Map 4.


NORTH
IMPERIAL
METRIC
Expressway
AIRPORT
Crowfoot Athletic
Nose Hill Park
Nose Creek Park
North-East Park
Bowmont Park
Bearspaw
Bowness Park *
Foothills Athletic
Confederation Park
Village Square Athletic Park
Shouldice Athletic
McMahon Stadium
Riley * Park
Renfrew Athletic
Deerfoot Athletic
Marlborough * Park
Broadview Athletic
Nose Creek Park
Prince's * Island
Zoo
Forest Lawn Athletic
Edworthy Park
Planetarium
Mewata Athletic
Fort Calgary
Pearce Estate
Max Bell Arena Area
Strathcona Athletic
Optimist Athletic
Stampede Park
Slater Park
Dover Athletic
Richmond Green Park
Inglewood Bird Sanctuary
River Park
Sandy Beach
Stanley Park *
Clearwater
Forest Lawn Park
Glenmore Athletic
William Pearce Water Conservation Area
Beaver Dam Flats Park
Pop Davies Athletic
South East Industrial Athletic
Heritage Park
Glenmore Reservoir
Kingsland Athletic
Carburn Park
Glenmore Park
Acadia Athletic
Tom Brooks Athletic
Woodbine Athletic
Frank McCool Athletic
Fish Creek Provincial Park
Fish Creek Provincial Park
Shawnessy Athletic
Midnapore Athletic

Map 4

MAJOR PARK DEVELOPMENT

1988 · 1992

■ Existing Major Open Space

□ Major Open Space Under Planning and Development

■ Proposed Open Space

▨ Priority Study Areas

* Upgrading / Renovation

KRA: PP3

KEY RESULT AREA:	**DIVISION:**
MAJOR PARK RENOVATIONS	PARKS PLANNING
To ensure that the investment in existing parks is protected through proper preventive maintenance and appropriate development to ensure utilization and public appreciation.	

OBJECTIVES:

1. To complete the Parks Maintenance Management system (PMMS) followed by development of a Life Cycle Program (LC) in order to extend the life or replace major components of the park system.

ACTION STEPS:	**APPROX. COST:**
1. Parks Division to ensure PMMS in full operation by 1989.	*
2. Proceed with development of PMMS/LC system by December 1990: o inventory park facilities and open space requiring preventive maintenance o develop a catalogue of components & life cycle indices (unit, life cycle, and replacement cost) o consolidate into parks maintenance-life cycle program and operating budgets. o LC system to initially address park amenities and facilities.	$120,000
3. Establish irrigation engineer to direct preventive maintenance program and capital developments.	$50,000

PERFORMANCE INDICATORS:

1. Lifecycle program for parks operating for buildings and amenities by December 1990.

2. Develop lifecycle standards; upgrade, preventive maintenance program for irrigation by 1991.

For more information see Goal 1, Policies P4-7 and Appendices K & S.

KRA: PP4

KEY RESULT AREA:	**DIVISION:**
NATURAL AREA MANAGEMENT	PARKS PLANNING
To increase the emphasis placed on the preservation, protection and interpretation of significant natural environments in and around Calgary.	

OBJECTIVES:

1. To acquire key natural areas within and beyond the City - focus 1988-92 to be on Nose Hill and the Bow River parks system (Bearspaw, Baker Centre, Bowmont, Douglasdale,and Clearwater).
2. To protect and preserve significant natural areas regardless of ownership - a strategy to be developed and approved by Council by December, 1988. Some emphasis to be placed on areas beyond the city limits (see map 5 for locations).
3. To undertake inventory and resource monitoring to identify areas that require protection and to ensure that current management techniques are effective.
4. To expand user awareness and education programs carrying the 'stewardship message' to 10% of Calgarians annually by 1992. (see PP7)
5. Develop a natural area management program identifying activities and standard to be used to expand PMMS.
6. To develop a natural area management philosophy, and identify resources for implementation.

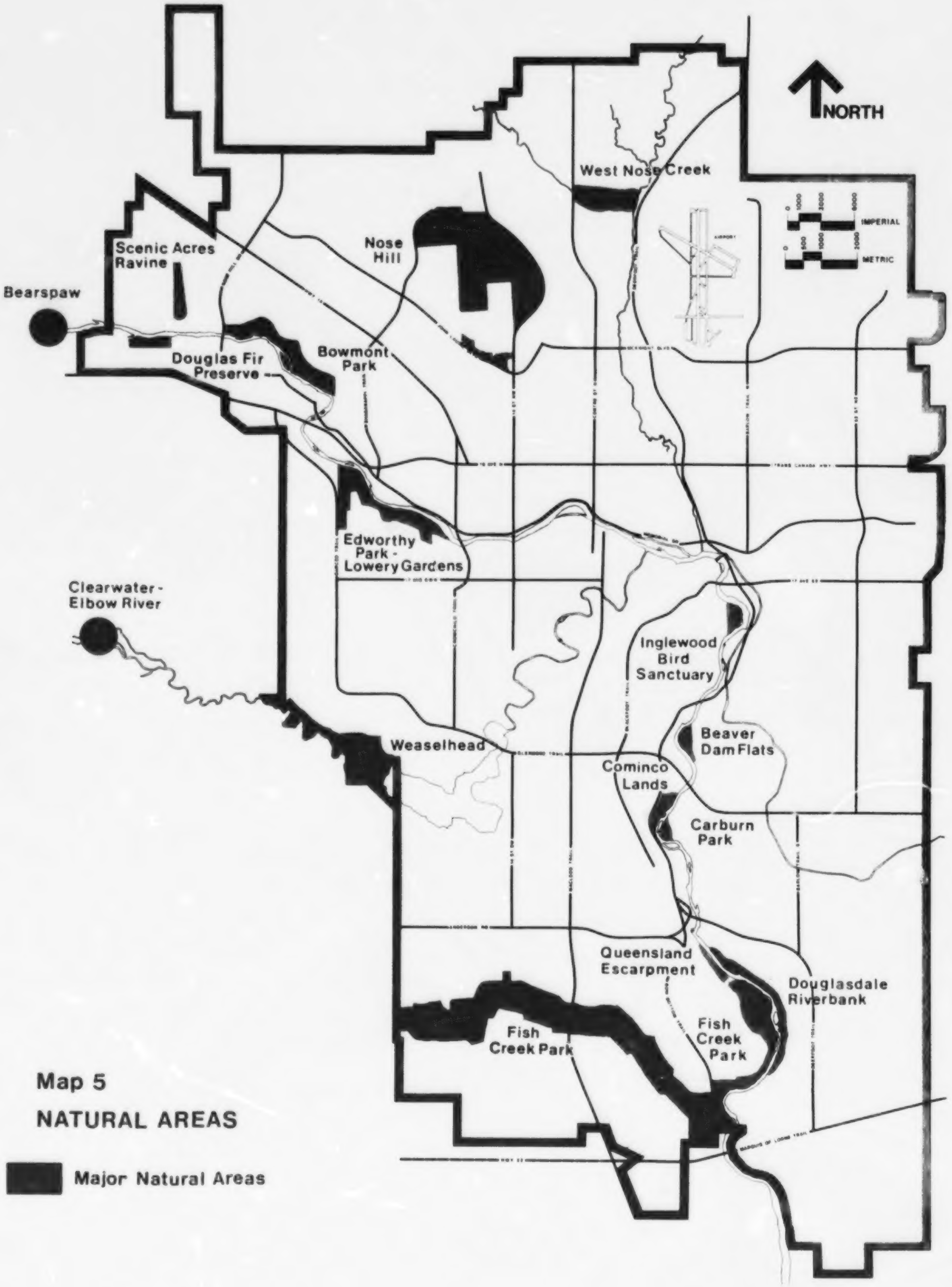
ACTION STEPS:	**APPROX. COST:**
1. Establish Natural Area Resource Management capability within Parks Division by Spring 1988. Roles: planning/inventory/resource assessment, staff maintenance training, public education. (Outdoor Section to be integrated in Parks Division).	*
2. Expand ranger patrol program to cover all major areas by 1992.	$40,000 - $80,000
3. Develop interpretive facilities at Edworthy and Weaselhead (1989 and 1991).	1989 - $25,000 1991 - $150,000
4. Develop one interpretive trail per year in cooperation with interested groups or corporate sponsors.	$12,500 annually
5. Produce strategy/policy for protection of significant natural areas, for Council	*

approval December 1988.	
6. Initiate discussions with the Regional Planning Commission and adjacent municipalities to establish a strategy for natural area planning/protection/development, during 1988.	*

PERFORMANCE INDICATORS:

1. Increased direct management of natural areas, with appropriate commitment of operations staff by 1988.
2. Measurable improvement in appearance and resource quality of natural areas by 1992.

See Goal 4, Policies P9-11 and Appendix U.


NORTH
IMPERIAL
METRIC
West Nose Creek
Nose Hill
Scenic Acres Ravine
Bearspaw
Douglas Fir Preserve
Bowmont Park
Edworthy Park - Lowery Gardens
Clearwater - Elbow River
Inglewood Bird Sanctuary
Beaver Dam Flats
Weaselhead
Cominco Lands
Carburn Park
Queensland Escarpment
Douglasdale Riverbank
Fish Creek Park
Fish Creek Park

Map 5

NATURAL AREAS

■ Major Natural Areas

KRA: PP5

KEY RESULT AREA: PATHWAY DEVELOPMENT Recognizing the priority that Calgarians place on the pathway system to expand and upgrade the network.	**DIVISION:** PARKS PLANNING

OBJECTIVES:

1. To complete the river pathway systems within the city (Bow, Elbow and Nose Creek).
2. To upgrade pathway system and reduce usage conflicts through reconstruction and public education.
3. To work with Planning Department and developers to establish community linear park links to regional pathway system where appropriate.
4. To initiate planning and protection of pathway connection to Bearspaw and Clearwater Parks and along Sarcee Trail extension.
5. To establish a Pathway Users Advisory Committee involving interested City departments and users to advise on development, program, safety
6. To promote and ensure safe use of pathways through education and enforcement.
7. Maintain pathway system in a safe, functional condition.
8. To initiate a lifecycle plan for efficient replacement and maintenance of pathways.

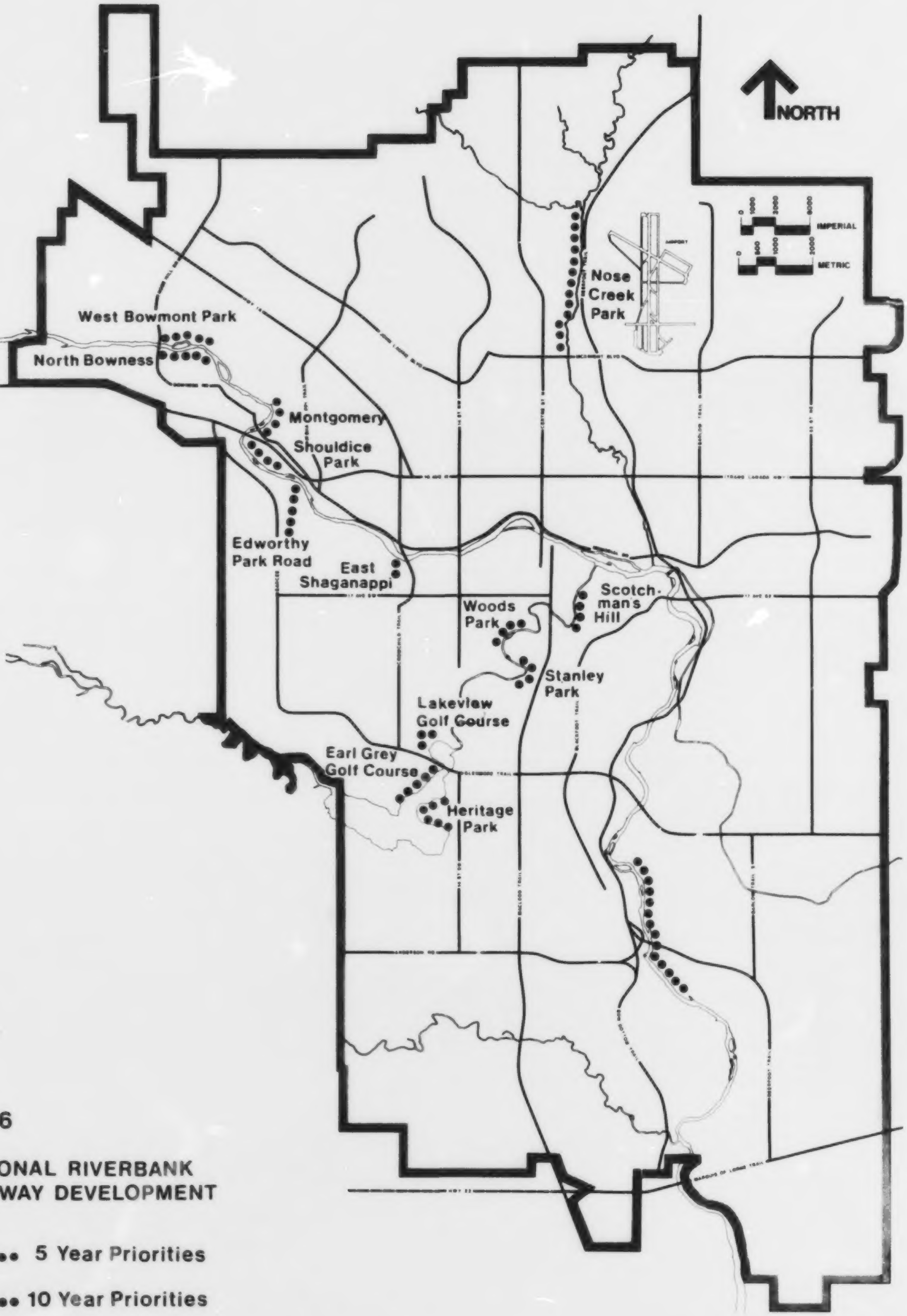
ACTION STEPS:	**APPROX. COST:**
1. Construct the following pathways:	
o West Bowmont Park	$170,000
o Shouldice Park	$ 75,000
o 52 Street N.W.	$ 5,000
o North Nose Creek	$250,000
2. Upgrade specific sections of the path system; renovation and lifecycle repairs.	$100,000
3. Continue involvement in the subdivision planning process to negotiate pathway/ linear park development.	*
4. Plan & construct side trails to path system for hiking: Bowmont Park, Douglas Fir Trail, Carburn Park & Queensland Cliff Escarpment by 1992.	$150,000
5. Approach outside source for funding to construct more rest stops for path	$100,000 Outside Source

	system: (Pearce Estate, Inverness, Renfrew, Laycock Bridge, Scotchman's Hill, Sandy Beach, South Weaselhead) on an on going basis.	
6.	Minimize multi-use conflicts through signage, patrols and public education programs.	$50,000
7.	Develop specific route plans along western Bow & Elbow in consultation with affected landowners and negotiate easements to permit the constructing of interim trails by 1992 (Bearspaw, Clearwater).	*
8.	Work with the Province to re-commence park and trail construction along the W.I.D. Canal in 1989.	*
9.	Work with Transportation and Engineering Departments in the planning of the Sarcee Trail extension.	*
10.	Work actively with Transportation Department to develop the parameters of a Pathway Users' Advisory Committee and have it in operation by Spring 1989.	*
11.	Conduct annual public awareness campaign on pathway usage and safety on annual basis.	*

PERFORMANCE INDICATORS:

1. Completion and enhancement of basic river pathway system.
2. Successful negotiation of pathway easements to Bearspaw and Clearwater.
3. Reduction in public complaints and pathway accidents.
4. Successful protection and development of community linear park networks.
5. A fully operational Pathway Users' Advisory Committee which is credible, viable and successful.
6. Reduction of utilization conflicts.

For further information see Goal 4, Policy P11 and Appendices J,K & V.


NORTH
0 1000 2000 3000
IMPERIAL
0 500 1000 2000
METRIC
Nose Creek Park
West Bowmont Park
North Bowness
Montgomery
Shouldice Park
Edworthy Park Road
East Shaganappi
Scotchman's Hill
Woods Park
Stanley Park
Lakeview Golf Course
Earl Grey Golf Course
Heritage Park

Map 6

REGIONAL RIVERBANK PATHWAY DEVELOPMENT

●●●●●●● 5 Year Priorities

●●●●●●● 10 Year Priorities

KRA: PP6

KEY RESULT AREA:	**DIVISION:**
INNER CITY OPEN SPACE	PARKS PLANNING
Monitor land market to pursue recommendations of the 'Inner City Open Space' strategy.	

OBJECTIVES:

1. To acquire necessary land on an opportunity basis. (see PP17)
2. To involve related communities in the planning and design of proposed parkland (where land has been purchased).
3. To maintain an up-to-date ownership inventory upon which to base priorities.
4. To communicate closely with the appropriate school board on matters of surplus school land.
5. To study the regional open space needs of inner city residents.

ACTION STEPS:	**APPROX. COST:**
1. Commit on an annual basis to the priorities for acquisition and development of land as identified by the RENEW program, subject to restrictions of the Joint Use Coordinating Committee (see KRA 16).	*
2. Assign staff to input new and revised data to the Inner City Open Space analysis in the fall of each year.	*
3. Provide school boards with detailed information on school sites critical to to inner city open space plans.	*
4. Assign staff to conduct regional open space needs study by April 1990.	*

PERFORMANCE INDICATORS:

1. Increase in open space as prioritized by the RENEW program.
2. Inclusion of key school sites in City-owned land inventory.
3. Reliable and accurate annual open space inventory available in January of each year.

See 'Inner City Open Space Study' (1985) and Policy P13.

KRA: PP7

KEY RESULT AREA:	**DIVISION:**
PARK PROGRAMMING/INTERPRETATION	PARKS
To encourage additional use and appreciation of Calgary's parks and open space system.	

OBJECTIVES:

1. To increase awareness of park opportunities in the City.
2. To provide information and education programs encouraging informed, safe, non-destructive park usage.
3. To inform the public about the Parks Division objectives, responsibilities and tasks.
4. Communicate park and bylaw related bylaws through posted signs and literature.
5. To consider and respond to the needs of adults and when parks are being developed or renovated in program development.

ACTION STEPS:	**APPROX. COST:**
1. Prepare for public distribution guides and maps on park and open space system.	$ 20,000 annually
2. Implement "Dial-a-Tape" horticultural information line (1987) and expand to include park information (1988).	$ 35,000
3. Complete new Park Signage Policy and begin implementation.	$ 50,000 annually
4. Expand interpretive walk programming.	$ 10,000
5. Expand park interpretive display system, using outside funding sources wherever possible.	*
6. Establish an information and education unit in the Parks Division and amalgamate the Outdoor & Horticulture enquiries sections.	*
7. To continue to incorporate design features to meet the needs of the expanding adult population in all classification of parks.	*
8. Work with Leisure Services to produce adult-oriented recreation programs beginning in 1988.	*

PERFORMANCE INDICATORS:

1. Regular distribution of printed and phone-line information to public, beginning 1988.
2. Annual program of signage redevelopment on a park-by-park basis consistent with Department imagery program.
3. Annual schedule of interpretive programs in place and effectively publicize, beginning 1988.
4. Adult use of parks to significantly increase by 1992.

See Goals 2-5, Appendices E, J and K for more information.

KRA: PP8

KEY RESULT AREA:	**DIVISION:**
GREENING OF CALGARY To take advantage of the role of open space and landscaping to beautify the City and enhance civic pride and identity.	PARKS

OBJECTIVES:

1. To encourage Calgarians to landscape and beautify their properties.
2. To fulfill the Department's role in the 'Greening of Calgary' through amenity planting, urban forestry, and effective open space maintenance. (see PP 11 & 15)
3. To encourage and support landscaping of public buildings and projects.
4. To expand Arbor Day to an Arbor Days week with a target of involving Calgarians in the planting and maintenance of 1,000 trees placed on public property each year, (see PP 9).

ACTION STEPS:	**APPROX. COST:**
1. Develop public education program, including brochures, advertising, newspaper columns, starting 1988.	$30,000
2. Continue week-long Arbor Days event in 1988 (as initiated in 1987).	$ 5,000
3. Continue program of coordinating transfer of unwanted trees.	*
4. Continue Adopt-a-Tree program initiated in 1987.	*

PERFORMANCE INDICATORS:

1. Maintain the current standard level of planted trees on City land at a ratio of 1 tree per 2 persons.
2. Measurable increase in public interest in landscaping of private yards and maintenance of public trees and shrubs.

For more information see Goal 3, Policy 15 and Appendix K.

KRA: PP9

KEY RESULT AREA:	**DIVISION:**
ADOPT-A-PARK To involve Calgarians in the development, maintenance and supervision of their parks system.	PARKS

OBJECTIVES:

1. To increase public participation in the Adopt-a-Park Program by 10% per year.
2. To encourage voluntary groups and organizations to utilize CRC funding to improve, upgrade or develop parkland.
3. To provide the volunteering public with increased support and training.

ACTION STEPS:	**APPROX. COST:**
1. Redefine the Adopt-a-Park policy to incorporate skating rinks, trees and pathways.	*
2. Define a policy for material supply and for volunteer recognition.	*
3. Establish a full time Adopt-a-Park Coordinator.	$35,000
4. Establish maintenance training programs for volunteers, using park operations staff as resource people.	$20,000
5. Train parks operations staff in the management of volunteers.	$10,000
6. Increase budgets for adopt-a-park and adopt-a-rink programs.	$25,000

PERFORMANCE INDICATORS:

1. Number of community parks 'adopted' to increase to 240 by 1992.
2. Level of maintenance assigned to larger parks increased accordingly.
3. Sustained growth and quality of plants in those parks adopted.
4. Sign-up procedure for volunteers speeded up to 2 working days, by Spring 1988.
5. 100% increase in expenditure on materials and supplies for volunteers by 1990.

For more information see Goal 7, Policies P15/P16 and Appendix K.

KRA: PP10

KEY RESULT AREA:	DIVISION:
PARK SYSTEM IN CALGARY REGION To cooperate with adjacent municipalities in the preservation/protection/development of key environmental and recreational resources.	PARKS PLANNING

OBJECTIVES:

1. To develop action plans for the preservation of key lands in the West Nose Creek, North Nose Creek, McDonald Lake, Shepard Slough, Southeast Bow River areas, West Elbow River, (see PP4).
2. To initiate negotiations for the development of regional pathway or linear park systems beyond the City boundaries along the Bow River, the Elbow River and the WID Canal (see PP5).
3. To initiate discussions with area municipalities and the province regarding the possibility of a Regional Parks Commission (see PP6).

ACTION STEPS:	APPROX. COST:
1. Conduct resource inventories and develop action plans for the preservation of significant urban areas by end 1988.	*
2. Produce policy and managements planning documents on key rural areas in conjunction with Province and area municipalities, by 1992.	$50,000
3. Analyze feasibility of Regional Parks system in conjunction with Province and area municipalities.	*

PERFORMANCE INDICATORS:

1. Protection of potential parkland in Calgary region from private development.

See Goals 3 and 4, Appendix O and Map 2.

KRA: PP11

KEY RESULT AREA:	**DIVISION:**
URBAN FOREST MANAGEMENT To ensure a healthy, safe, viable urban public forest in the City of Calgary, through effective management.	PARKS

OBJECTIVES:

1. To complete and implement Urban Forest policy by 1988 which will establish supply standards, policies and procedures for planting removal, replacement and maintenance of trees planted on City land.
2. To establish an organized Urban Forest Management programme based on the public tree inventory.
3. To implement and encourage public awareness programs for the understanding, preservation and advancement of the urban forest. (see PP7)
4. To protect the urban forest, both public and private, through By-Laws.

ACTION STEPS:	**APPROX. COST:**
1. Operate a nursery that will propagate, grow on, store, acclimatize and distribute quality tree stocks, for City use.	*
2. Work towards maintaining a supply standard of 1 tree per 2 persons by year 2000 through new planting and replacement.	*
3. Establish detailed 5 year management plan by the end of 1988, including planting program and new and replacement regular maintenance program.	*
4. Conduct an inventory over a 3 year period (1989-91) to identify tree species, size, age, vitality, site conditions and structural quality, starting with major problem areas in the Inner City.	$200,000
5. Keep abreast with technological change and improve employee skills in the science and art of tree care, on an on going basis.	*
6. Formulate a By-Law on tree management by 1990, to encompass the following: a. Tree disease control on public and privately owned trees; b. Removal and replacement restrictions;	*

c. Liability for damages incurred to trees;	
d. Safety, hazards, utility line issues;	
e. Tree pruning;	
f. Tree planting.	*
5. Urban Forester position to oversee a systematic tree management program in 1988.	*

PERFORMANCE INDICATORS:

1. An appreciable reduction in complaints and controversy, through improved procedures, practices and systems.
2. Improved scheduling, planning and maintenance which will result in enhanced tree vitality and longer life spans.
3. An increase in the number of new trees and replacement trees planted.
4. Council adoption of Urban Forestry Management Policy.
5. Detailed 5 year Urban Forest Management plan in place.
6. Resolution of tree problems in the Inner City.

KRA: PP12

KEY RESULT AREA:	**DIVISION:**
OLYMPIC LEGACY To maintain the Olympic Plaza and other Olympic-inspired developments to keep the 'Games' spirit alive and to continue to develop Calgary's winter outdoor recreation potential.	PARKS LEISURE SERVICES

OBJECTIVES:

1. To maintain and operate the Olympic Plaza as a first class, year-round public plaza full of activity and Olympic memories.
2. To encourage and facilitate winter outdoor recreation at all regional parks.

ACTION STEPS:	**APPROX. COST:**
1a.Establish a maintenance sub-district for the downtown core to include the Olympic Plaza, Stephen Avenue and Barclay Malls, and Prince's Island.	*
1b.To establish close working relationship so that Parks and Programming staff work as a team in improving this downtown attraction. Adopt a liberal attitude with respect to public use of the facility.	*
2. Develop strategy and cost estimates where possible (capital and operating) for opening existing additional regional recreation parks for winter recreation (i.e. winterizing washrooms and concessions; development of additional outdoor skating; x-country skiing and sledding opportunities; clearing of pathways and parking areas). Maximize recreation use of the Regional Parks System.	*

PERFORMANCE INDICATORS:

1. An increase in winter outdoor recreation participation and park use in winter.

For more information see Goal 9 and Appendices H & Mc.

KRA: PP13

KEY RESULT AREA:	**DIVISION:**
RIVER DEVELOPMENT - WATER RECREATION	PARKS PLANNING
To fully develop the recreational potential of Calgary's River System while protecting the significant natural areas of the corridor.	

OBJECTIVES:

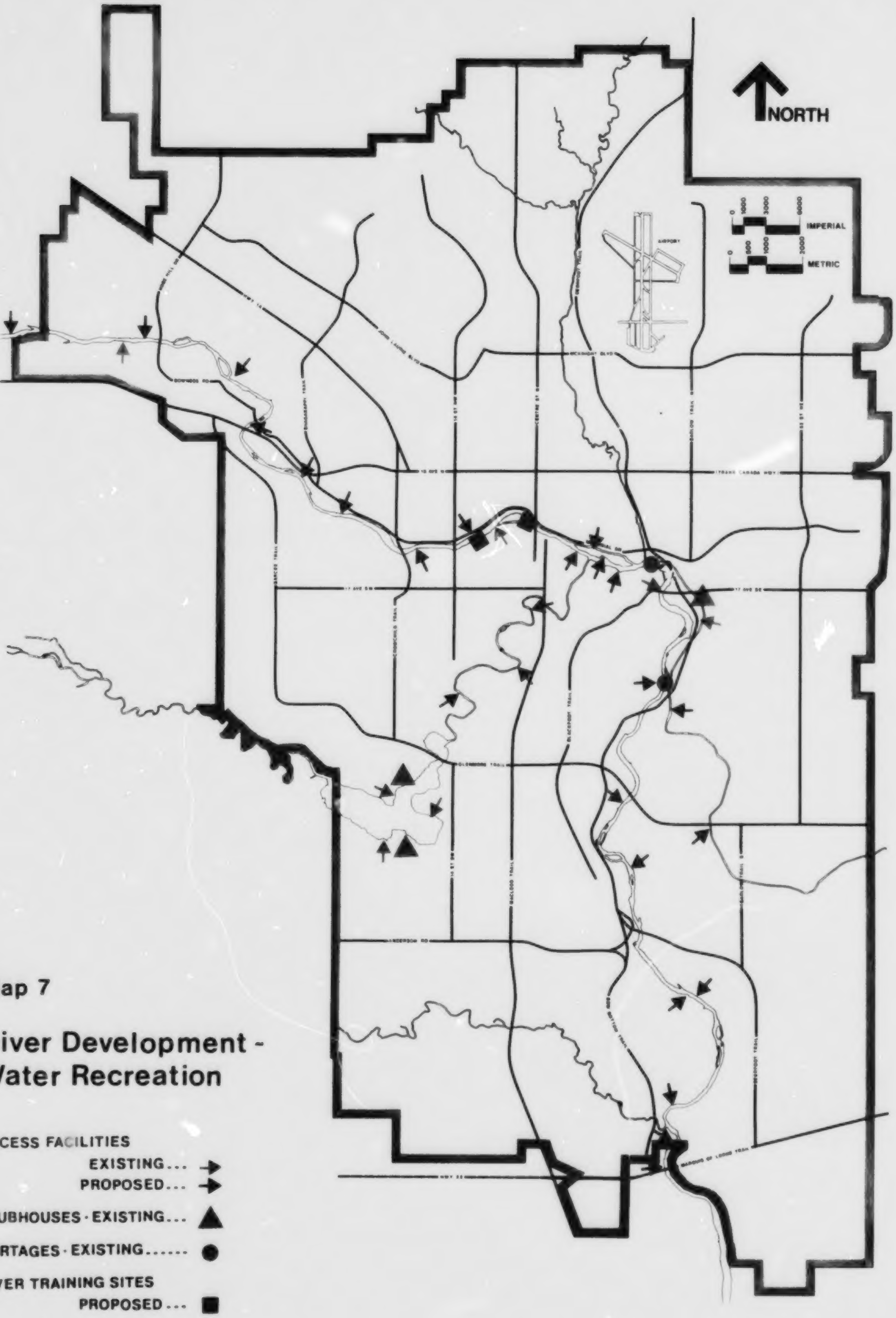
1. To acquire land for public use high priority river front in accordance with the "Calgary River Valley Plan".
2. To complete the river pathway system (see PP5).
3. To educate the public about the safe use of rivers.
4. To develop additional public access points for viewing, fishing, picnics and (non-power) boat launching.
5. To negotiate for the use of the Elbow River (Twin Bridges to the Weaslehead) as a recreational water corridor (trails and boats).
6. To support the Calgary canoe clubs in their efforts to develop a river training site (R.T.S.)for paddling skills.

ACTION STEPS:	**APPROX. COST:**
1. Continue to produce brochure on boating in Calgary.	$ 2,000 annually
2. Revise the 'Calgary River Valley's Plan' to include water access points and determine an implementation strategy by December 1988.	*
3. Encourage Department of National Defence to relocate firing range to free up public use of Elbow River, discuss easements with the landowners and develop a strategy for the development of a hiking trail to Clearwater by 1992.	*
4. Work with Canoeing clubs to ensure proper planning is done for River Training Site during 1988.	*

PERFORMANCE INDICATORS:

1. Establish river access plan by 1988 as part of the Calgary River Valleys Plan revision process.
2. Strategy established for a hiking trail to Clearwater by 1992.
3. River Training Site planning by 1992.

See Goal 4, Policy P9 and Appendix H.


NORTH
0
1000
3000
9000
IMPERIAL
0
500
1000
2000
METRIC

Map 7

River Development - Water Recreation

ACCESS FACILITIES

EXISTING... →

PROPOSED... ➔

CLUBHOUSES - EXISTING... ▲

PORTAGES - EXISTING...... ●

RIVER TRAINING SITES

PROPOSED... ■

KRA: PP14

KEY RESULT AREA:	**DIVISION:**
PARKS MAINTENANCE MANAGEMENT SYSTEM	PARKS

OBJECTIVES:

1. To assist Parks staff in the development of a systematic approach towards maintaining park and natural areas and features.
2. To minimize emergencies and costly repairs, to make cost-effective capital replacement decisions and to ensure resources are well-utilized.

ACTION STEPS:	**APPROX. COST:**
1. Improve and maintain inventory of parks and park features on an ongoing basis.	$ 10,000
2. Refine maintenance standards and unit rates for 1988.	*
3. Improve financial reporting and accountability procedures and establish workplans in 1988.	*
4. Ongoing staff training in use of P.M.M.S.	*
5. Establish full time P.M.M.S. Coordinator in 1988 (see PP3).	$ 35,000
6. Evaluate program on a regular basis.	*
7. Improve workplans for 1988.	*

PERFORMANCE INDICATORS:

1. District maintenance plans in place for 1988.
2. Full time P.M.M.S. Coordinator in place.
3. Improved financial control.
4. Improved productivity of parks staff and resources which will appear as better maintained parks/open space system.
5. Improved customer satisfaction, i.e. fewer complaints.

See Goal 1.

KRA: PP15

KEY RESULT AREA:	**DIVISION:**
DEPOT SUPPORT FOR PARKS OPERATIONS To develop adequate depot support for parks operations to ensure cost-effective deployment of staff, equipment and supplies; this is to be developed in conjunction with the civic plan for provision of depots.	PARKS

OBJECTIVES:

1. Develop a plan with optimal geographic distribution of future depots based on cost benefit analysis including capital and operating costs.
2. To give priority emphasis to replacement depots for Firehall #6 (Hillhurst) and Stanley Park (new locations).
3. To develop an appropriate depot location in the proposed NE Regional Park (Westwinds) and the area south of Fish Creek Park.

ACTION STEPS:	**APPROX. COST:**
1. To complete depot evaluation and development strategy by April 1988.	*
2. Complete upgrades to Shawnessy and Sacramento depots and reconstruct South Glenmore depot in 1988 (plan and design Winter 1988).	$1,250,000
3. Determine replacement options for Stanley Park depot by 1989.	*
4. Construct replacement Firehall #6 depot to service N/Central in 1990/91.	$ 700,000
5. Construct depot to service NE in 1990	$ 750,000

PERFORMANCE INDICATORS:

1. Cost of development and operation of new or expanded depots to be offset by operational savings.
2. Complete depots in accordance with the above schedule.

See Goal 1.

KRA: PP16

KEY RESULT AREA:

LAND ACQUISITION

To monitor land market to acquire key sites designated in plans approved by Council.

DIVISION:

PARKS

PLANNING

OBJECTIVES:

1. To annually maintain an updated Calgary Parks & Recreation land acquisition strategy.
2. To acquire lands in accordance with Calgary Parks & Recreation's land acquisition strategy including:
   - o acquiring lands in accordance with Calgary River Valleys Plan (CRVP) (see PP3 & PP4)
   - o acquiring lands in older communities in accordance with Inner City Open Space Study (ICOSS)
   - o acquiring lands necessary for regional park, pathway & facility development (see Facility & Park Open Space Standards)
   - o taking advantage of unexpected opportunities in a flexible manner.
3. To effectively use the Joint Use Reserve Fund to acquire or protect priority land for community open space.
4. Work with corporate task force to revise the storm water policy on the responsibility of provision, development and maintenance of land for retention/detention ponds.

ACTION STEPS:	**APPROX. COST:**
1. Update & revise land acquisition strategy and develop a set of priority acquisitions by January 1988.	*
2. Constantly work with the Land and Planning Departments to ensure implementation of land acquisition strategies as well as within the Parks & Recreation Divisions, by Spring 1988.	$2 million annually
3. Incorporate new acquisitions into the open space planning and development process on an on-going basis.	*
4. Through Parks Foundation Calgary, seek donations and fundraising opportunities for land acquisitions.	*
5. Work with Planning and Engineering Departments in updating the existing storm water policy; specifically detention ponds and their contribution to open space.	*

PERFORMANCE INDICATORS:

1. Land acquisitions in accordance with annual strategies.
2. Completion of stormwater policy by corporate task force.

KRA: PP17

KEY RESULT AREA:	**DIVISION:**
IMPROVED CUSTOMER SERVICE To enhance the leisure experience and recreational opportunities for parks users.	PARKS

OBJECTIVES:

1. To develop a Parks information and education program.
2. To develop co-operation with other agents with horticultural and environmental objectives.
3. Include customer relations in the Parks Division staff training and development program.
4. To decrease vandalism in the parks and natural areas.
5. To protect the open space system by maintaining and making it available for the maximum benefit and enjoyment of users and neighbors.

ACTION STEPS:	**APPROX. COST:**
1. Begin signage program giving information and knowledge about the parks environment and the methods of ensuring its perpetuation by Spring, 1989.	$50,000
2. Work with Security, the Police Department and Parks Alert and vandalism prevention programs to increase enforcement of parks and related bylaws by Spring 1988.	*
3. Develop brochure giving amenities and usage regulations.	$10,000
4. Work with Clean Calgary Committee to keep parks free of litter and attractive to users.	*
5. To implement through signage and enforcement curfews to control late night rowdyism and vandalism (1988).	*
6. To work with Animal Control (Engineering Department) through public education, signage and enforcement of the application of dog control legislation for the protection of the parks system in the interests of both park users and dog owners (1988).	*
7. To research public opinion and revise parks bylaws to protect the integrity of the parks system for maximum enjoyment of users (January 1989).	*

PERFORMANCE INDICATORS:

1. Increased public respect for parks and natural environments.
2. Increased use of under-utilized parks and decreased use of over-utilized parks.
3. Reduction in complaints and vandalism.
4. Council adoption of parks bylaw revisions by January 1989.
5. Full implementation of curfew bylaw by April 1988.
6. Established and signed park classification with respect to animal control by April 1989.

KRA: PP18

KEY RESULT AREA:	DIVISION:
REVIEW OF RESERVE ALLOCATION AND UTILIZATION IN NEW SUBDIVISIONS. To review and update policies pertaining to the amount and type of open space to be provided and developed in new subdivisions.	JUCC, LEISURE SERVICES, PARKS, PLANNING

OBJECTIVES:

1. To establish a Task Force to review City policies and procedures related to dedication of reserve in new subdivisions in light of demographic trends and changing leisure lifestyles. The Task Force to have representation from or consult with the Urban Development Institute, the Planning & Building Department, Corporate Resources Department, Calgary Parks and Recreation, Urban Development Division (Engineering Department), the Calgary Board of Education, the Separate School Board and the Federation of Calgary Communities.
2. To present recommendations confirming or updating current policies, standards/guidelines, and procedures by 1988 December 01.
3. To further develop the working relationship between UDI and Calgary Parks and Recreation.

ACTION STEPS:	APPROXIMATE COST:
1. To establish a-Task Force to direct the work of an independent consultant. Detailed Terms of Reference and timeline to be prepared by 1988 April 30.	$30,000
2. To present a final report in conjunction with the 1989 update of the Policies and Priorities Plan.	*

PERFORMANCE INDICATORS:

1. A report either confirming current policies or recommending changes for review by Council, via Planning Commission and the Parks/Recreation Board by 1989 January 01.

Part 5

Facilities

FACILITIES DIVISION
MISSION STATEMENT

GENERAL

The Facilities Division is responsible for 65 facilities (leisure centres, pools, arenas, athletic parks, golf courses, cemeteries) with a replacement value of over $250,000,000 designed to serve the leisure needs of Calgarians and their visitors.

The facilities accommodate approximately 17,000,000 user visits per year and generates over $10,000,000 in related revenue (fees and charges).

MISSION

> TO PROVIDE RECREATION OPPORTUNITIES FOR CALGARIANS BY EFFECTIVELY MANAGING CITY RECREATION FACILITIES, ENCOURAGING OPTIMAL USE WHILE PROTECTING THE INVESTMENT ALREADY COMMITTED.
>
> TO WORK WITH OTHER MUNICIPAL AND COMMUNITY ORGANIZATIONS TO IMPROVE AND EXPAND THE RECREATION FACILITY SYSTEM IN RESPONSE TO IDENTIFIED NEED.

SERVICES PROVIDED

- Operation of facilities to be booked and programmed by user groups (e.g. hockey teams, soccer teams, swim clubs, golf groups).
- Provision of programs and drop-in opportunities for personal skill and fitness development and fun-oriented leisure activity.
- Development and operation of municipal cemeteries.
- Preventive maintenance of current facilities.
- Facility upgrading/modernization to increase efficiency and/or use.
- Construction of new facilities.
- Lease management of City facilities operated by other groups.
- Community consultation to assist volunteer groups involved in the operation of similar facilities.
- Facility systems planning (with Planning Section).

CUSTOMERS SERVED

All Calgarians with special emphasis on those interested in competitive team sports, skill development and fitness. Major clients include the school boards and minor sport organizations.

OPERATING PHILOSOPHY

We strive for customer service and user satisfaction - the best way to meet our philosophical and business objectives. Facilities must be clean, the staff friendly and the service directly linked to the client's needs and interests.

Productivity through effective scheduling, equipment utilization and energy management combines with careful preventive maintenance to ensure cost-effective operations, both short and long term.

We operate in partnership with the voluntary sector. In arenas and athletic parks for example, we provide the facility while the user provides the program. Volunteers assist throughout the system to enhance and expand services offered. Increased emphasis is being placed on cooperative planning and marketing to avoid competition with other groups providing similar services.

FINANCIAL COMMITMENT

User fees and charges recover more than 50% of the operating costs of the Division (excluding debt servicing); recovery rates vary with the type of facility (approximately 60% for leisure centres; pools - 40%; athletic parks - 25%, golf courses - 110%, arenas - 50%). The remainder is supported by the mill rate.

ACTIVITIES/GROWTH DRIVERS

The Division responds to the needs and demands of the public. The enthusiasm and commitment of organized sport groups is a significant factor in determining the extent of civic support available.

FACILITIES DIVISION
SWIMMING POOLS
MISSION STATEMENT

GENERAL

The Swimming Pools Section is responsible for 12 indoor and 10 outdoor swimming pools including the City's liaison responsibility with Lindsay Park Sports Society. This represents an investment of $70,000,000 to serve leisure and competitive needs of Calgarians and visitors.

User accommodation is approximately 1,300,000 per year generating over $2,000,000 in revenues through user fees.

MISSION

> TO ENSURE THE PROVISION OF SWIMMING OPPORTUNITIES FOR CALGARIANS AND THE EFFECTIVE MANAGEMENT OF CITY-OWNED SWIMMING POOLS AND LINDSAY PARK SPORTS CENTRE, ENCOURAGING OPTIMAL USE WHILE PROTECTING THE INVESTMENT ALREADY COMMITTED.

SERVICES PROVIDED

The primary services offered are:

- public swimming for all ages
- swim and fitness instructional programs
- competitive aquatic clubs facilitation
- aquatic fitness training programs
- swimming pool rentals to special groups (e.g. cubs, brownies, churches and communities).
- preventive maintenance for building and equipment.
- facility upgrading or modernization to increase efficiency and usage.

SECONDARY SERVICES

Operation and management agreements of City facilities operated by volunteer society and community associations (e.g. Lindsay Park Sports Centre and Silver Springs Outdoor Pool).

CUSTOMERS SERVED

All Calgarians and visitors in instructional, recreational and competitive swim/fitness activities. Other clients include the School Boards, Red Cross, Royal Life Saving and local aquatic clubs.

OPERATING PHILOSOPHY

Cleanliness and friendliness is the key to swimming pools operation. Customer satisfaction surveys are taking place and are one of the better ways to measure and meet our objectives. Pride in service and 'welcome back' attitude.

Productivity through effective scheduling, automation of water chemistry equipment, energy conservation and preventive building and plant maintenance to insure cost effective operations.

Increased effort is being made in marketing swimming and fitness opportunities throughout the City.

FINANCIAL COMMITMENT

User fees and charges recover approximately 40% of the operating costs for indoor pools and 20% for outdoor pools (excluding debt servicing). The remainder is supported by the mill rate.

FACILITIES DIVISION
ARENAS/ATHLETIC PARKS
MISSION STATEMENT

GENERAL

The Arena/Athletic Parks Section consists of four twin Arenas, and five single Arenas; 11 Athletic parks with 2 running tracks, 1 Velodrome, 1 Triple A Baseball facility and numerous softball, baseball, soccer/football fields. These facilities represents a $36,000,000 investment to serve the professional and amateur athletes of Calgary.

The arena and athletic parks accommodate approximately 1,600,000 users and participants per year and generate $1,700,000 in revenue.

MISSION

TO ENSURE THE PROVISION OF EFFECTIVELY MANAGED ARENAS AND ATHLETIC PARKS OWNED BY THE CITY AND TO ENCOURAGE AND PLAN OPTIMUM UTILIZATION.

TO WORK EFFECTIVELY WITH USER GROUPS AND CUSTOMERS AND TO RESPOND TO THEIR IDENTIFIED AND PROVEN NEEDS.

TO MAINTAIN THE FACILITIES AT A HIGH LEVEL ENSURING SAFETY TO USERS AND PROTECTION OF INVESTMENT.

TO OFFER CONSULTATIVE SERVICES TO COMMUNITY OPERATED ARENAS.

SERVICES PROVIDED

Primary services provided:

- Public skating for all ages.
- Instructional programs.
- Ice activities and arena non-ice activities.
- Various field activities.
- Track and field activities.
- Facility upgrading or modernization to increase the efficiency and use.
- Preventive maintenance for equipment and buildings.

CUSTOMERS SERVED

The major clients in Arenas/Athletic Parks are minor sports groups. Adults are the second largest user group. Other major users include junior and senior high schools and professional sport groups.

OPERATING PHILOSOPHY

User satisfaction is achieved through well maintained ice and other play surfaces and cleanliness of facilities. Users are surveyed to measure effectiveness.

Productivity is achieved through manpower planning and scheduling; energy conservation; and preventive building and equipment maintenance.

Cooperation and planning encourages volunteers to conduct programs and diminishes the competition with groups providing some services.

FINANCIAL COMMITMENT

User fees and charges recover approximately 51% of arena costs and 27% of athletic park costs (excluding debt servicing). The remainder of the budget is mill rate supported.

FACILITIES DIVISION
LEISURE CENTRES
MISSION STATEMENT

GENERAL

The Leisure Centres Section is responsible for Village Square and Southland Leisure Centres, a capital investment of $48,000,000. Their purpose is to meet the increasing demands for diverse and challenging leisure programs and services for Calgarians.

MISSION

TO ENSURE THE PROVISION OF EFFECTIVE AND EFFICIENT OPERATION OF THE LEISURE CENTRES IN A RESPONSIBLE MANNER. THIS INCLUDES PROTECTING THE CAPITAL INVESTMENT OF THE CENTRE AND OPERATING WITHIN THE PARAMETERS SPECIFIED BY CITY COUNCIL AND CALGARY PARKS & RECREATION. TO PROVIDE QUALITY LEISURE PROGRAMS AND SERVICES, EITHER THROUGH DIRECT PROGRAMMING OR INDIRECTLY THROUGH THE PROVISION OF FACILITIES FOR CONTRACTORS OR ORGANIZATIONS. TO REGULARLY EVALUATE AND UPDATE THE LEISURE PROGRAMS AND SERVICES OF LEISURE CENTRES TO ENSURE THAT WE ARE RESPONSIVE TO THE NEEDS AND PREFERENCES OF OUR CLIENT. SUPPORT SIMILAR COMMUNITY FACILITIES THROUGH LIAISON, ADVICE AND COOPERATIVE MARKETING.

SERVICES PROVIDED

- Direct programs accommodating specialized or a variety of activities.
- Drop-in availability of facilities to users.
- Rental availability to groups or organizations for their leisure activity programming.
- Services related to leisure - food, equipment rental and sales, viewing, child care, massage.
- Entertainment services - special events, video games, etc.
- Community focal point - minor sports registrations, craft fairs, meeting rooms.
- Professional guidance to others in the recreation field e.g. tours, advice, training.

CUSTOMERS SERVED

Although the Leisure Centres attract clients from all over the City, there is a split image that affects the user profile:

- during weekdays, the image is of a more traditional recreational centre, with the primary user being people living within a 2 mile radius, as well as the school board. These participants are normally involved in structured activities
- during weekends and holidays, the image is one of an attraction. The user primarily participates in unstructured activities or activities offered on a drop-in basis. During this time, the primary user profile is city-wide and includes tourists and visitors to the City.

OPERATING PHILOSOPHY

- The facility is to be clean, staff to be friendly and receptive and the service directly reflects public needs and interests.
- Productivity through effective staff and facility scheduling, energy management, preventive maintenance, understanding the public needs, etc.
- Recognition of the importance of front line staff quality, training and involvement in managing the centre. They have the greater impact on the client's enjoyment and satisfaction, and can best reflect his needs.
- All individuals, whether staff or public, are to be treated with respect and dignity, at all times.
- Leisure Centre operations reflect the Community, City Council and Calgary Parks & Recreation values.
- Wherever possible, cost of operating the Leisure Centres will be passed on to the users of the facility. Special considerations, however, may be given to subsidizing youth and senior citizen participation.
- Capital investment in Leisure Centres will be protected through a system of preventative maintenance and vandalism control.
- Development of unused or non-productive areas in the Leisure Centres is to be achieved for maximizing utilization and recovery of operating costs.

FINANCIAL COMMITMENT

Leisure Centres recover approximately 60% of total operating and maintenance costs through user fees.

FACILITIES DIVISION
GOLF COURSES
MISSION STATEMENT

GENERAL

The Golf Courses Section is responsible to effectively operate 6 City-owned Golf Courses representing an investment of $20,000,000.

The courses accommodate over 335,000 games per year and are responsible for generating approximately $2,500,000 in revenue.

MISSION

> ENSURE THE PROVISION OF GOLFING OPPORTUNITIES FOR CALGARIANS INCLUDING COOPERATIVELY PLANNING NEW FACILITIES AND EFFECTIVE OPERATION OF CITY-OWNED COURSES.

SERVICES PROVIDED

Operation of the courses with provision for group programs and individual use.

Preventive maintenance and protection of investments with professional turf care.

Development and improvement of the golf courses through changes and additions to the existing features.

Assist community groups, private golf clubs and consultants, with statistical information and professional help in planning and scheduling of golf courses and golf operations.

FINANCIAL COMMITMENT

Set user fees and charges in line with that of the private sectors, and other cities and recover 110% of the operating costs of golf courses (excluding debt servicing).

PRINCIPLES

TO GUIDE RECREATION FACILITY DEVELOPMENT AND MANAGEMENT

F1. ROLE IN FACILITY DEVELOPMENT AND MANAGEMENT

The City will provide recreation facilities in circumstances:

- where clear need or demand can be shown, and
- when other suppliers lack the resources or interest to provide sufficient quality and/or quantity adequately distributed throughout the City at a price that ensures public accessibility.

Public (government supported) facilities exist to accommodate leisure activities having high value to the general public/taxpayer. In facility and program planning, priority will be given to those activities that:

- are of possible interest to and accessible to as many Calgarians as possible (a broad potential market)
- help develop individuals as contributing citizens (personal growth and leadership)
- assist in reducing problems associated with loitering, vandalism and crime (constructive alternatives for high-risk populations)
- contribute to health and fitness, reducing related medical costs (preventive health)
- involve and integrate the disabled, disadvantaged, lonely and socially alienated
- provide social opportunities and build strong communities.

F2. EXTENT OF FINANCIAL SUBSIDY OF CITY RECREATION FACILITIES

The degree of government subsidy of the facility will be dependent on the extent of public benefit derived.

The subsidy of operating costs will vary according to the client population to be served:

- public benefit
- balance - taxpayer vs. user
- market vs. other providers
- ability to pay
- efficient use - off peak hours

The following revenue/direct operating cost recovery rates have been set for each type of facility:

Type of Facility	**Current Recovery Rate**	**1992 Target**
Leisure Centres	64%	70%
Pools - Indoor	42%	50%
- Outdoor	17%	25%
Arenas	50%	60%
Athletic Parks	27%	35%
Golf Courses	108%	115%

Rates are subsidized on the basis of age groupings. It would be preferable to subsidize those who are less able to pay by means test, but the age group approach provides an efficient and well accepted means of doing this.

- Adults will be expected to cover 100% of the basic costs involved in providing the service (staff, materials, advertising, utilities, cleaning, maintenance, etc.). This is a long term target as adult charges for pools, arenas and athletic parks currently fall short of this principle.
- Fees and charges for children and youth will be expected to contribute a minimum of 50% of basic operating costs.
- Seniors and disabled populations will contribute a minimum of 50% of the basic operating cost.
- The economically disadvantaged will be subsidized as necessary to ensure accessibility to facilities; efforts will be made to utilize grants and barter principles to reduce financial impact of the subsidy required.

F3. PRICING PRINCIPLES

Facility admission fees will be based on percentages of an adult fee based on market value, historic precedent and the above-mentioned cost recovery principles. Other age groups will pay a portion of this adult rate:

- adult rate .... variable each year
- youth (13-17) .... 2/3 adult rate
- children (6-12 years) .... 1/2 adult rate
- senior citizen (65+) .... 1/2 adult rate
- preschooler .... 1/4 adult rate
- family .... 1 and 3/4 adult and 1 child

Rates and fees will be established by City Council annually, with market value in mind, the intent being to avoid undercutting voluntary organizations offering similar services (e.g. community associations, Y's, etc.).

Many City facilities will include profit centres (e.g. food services, spas, proshops) to offer additional services to the public and to partially offset subsidized admissions. Charges for such services will be comparable to those set by the private or commercial sector.

F4. FACILITIES WILL BE MANAGED TO MAINTAIN THE BENEFIT TO THE GENERAL PUBLIC

Facility schedules and services will be designed to provide ample opportunity for participation by the general public while at the same time ensuring that the basic needs of special interest groups requiring exclusive use are met.

The Department will continue to explore alternative hours of operation and the needs/demands of user groups in order to increase facility usage in a cost-effective manner.

The Department will utilize a user priority system to determine the scheduling of booked, exclusive-use time blocks. Consideration will be given to the needs of:

- children and youth (after school, early evening and weekends)
- local users with limited mobility (e.g. seniors, disabled)
- established groups and leagues
- increasing aging population.

Every effort will be made to ensure that all parties interested in using facilities are given the opportunity. Rather than denying use, attempts will be made to reduce or reschedule allocations to groups requiring a number of sessions each week.

F5. COMMITMENT TO NEEDS ANALYSIS AND FEASIBILITY STUDIES

New facility developments will be based on a 'Needs and Preference Study' assessing demand and a 'Feasibility Analysis' assessing net cost effectiveness.

A key consideration in such studies will be the impact of the proposed project on similar facilities both nearby and throughout the City system. City of Calgary funding will not be allocated to any new project that will harm the viability or marketability of similar existing facilities operated by the City, a voluntary agency or the private sector.

F6. RECOMMENDED DEVELOPMENT GUIDELINES

Although decisions to develop new facilities requiring public funds will be based on the studies and analysis indicated in F5, budget forecast and general planning will be based on the guidelines and standards contained in Table 2.

The guidelines are based on three principles:

- A minimum base population is necessary to support a facility (e.g. 1 facility to 25,000 citizens).
- Facilities should be well distributed throughout the City to ensure reasonable travel distances (accessibility) for users (e.g. a defined catchment area of 1 km radius).
- Current facilities should be well utilized and financially viable prior to expansion of the system (e.g. do not build an additional arena until existing arenas are utilized 90% of the time and recovering 50% of their operating costs through fees and charges).

F7. DESIGN WITH OPERATING EFFICIENCIES IN MIND

Facilities will be designed and constructed to minimize on-going operating costs and difficulties related to:

- energy consumption
- vandalism and crime
- control and supervision
- public and staff safety
- general cleaning and maintenance.

F8. EMPHASIS WILL BE PLACED ON PREVENTIVE MAINTENANCE

A preventive maintenance program will be implemented at all facility locations to:

- protect the public investment in facilities and equipment
- minimize shutdowns that disrupt programs and user schedules
- ensure cost-effective maintenance activity, reducing emergency call outs or repeated visits.

F9. STEPS WILL BE TAKEN TO ENSURE ACCESSIBILITY TO CITY FACILITIES

City recreation facilities should be available to all Calgarians including the disabled. The Department will consider the needs of the disabled in the development of new facilities and when major renovations to existing facilities are being planned or designed.

The City will target to provide one fully accessible facility of each type per quadrant (e.g. 1 indoor pool, 1 outdoor pool, 1 arena, 1 art centre in each of the NW, NE, SE and SW).

F10. THE CITY WILL ENCOURAGE THE INVOLVEMENT OF CALGARIANS AND USERS IN THE DEVELOPMENT AND OPERATION OF CITY FACILITIES

Users and adjacent communities will be encouraged to participate and become involved in the development and operation of their facilities:

- providing input at the needs assessment, feasibility and design stages
- commenting on policies and schedules
- as volunteers (program, maintenance and administration)
- taking responsibility for scheduled blocks (programs, practices and/or special events)
- assisting with program development.

F11. THE CITY WILL COOPERATE WITH OTHER FACILITY OPERATORS

The Department will make every effort to work with groups from both the volunteer and commercial sectors:

- to ensure complementary capital development plans
- to minimize undesirable competition and service overlap
- to explore opportunities for joint marketing and promotion to consider cooperative facility development of mutual benefit to the taxpayer, the user and all agencies or organizations involved
- to optimize facility use through marketing, creative programming, joint use agreements, suitable fee structures and the development of complementary ancillary facilities.

The Department will explore the gradual extension of the facility booking system to include recreation facilities which are not operated directly by the City (school boards, community associations, etc.)

F12. SUPPORT FOR VOLUNTARY SECTOR INVOLVEMENT IN FACILITY DEVELOPMENT AND OPERATION

The Department will encourage community organizations (neighbourhoods and communities of interest) to develop and operate appropriate recreation facilities by providing land for such facilities, assisting with grant applications and processing and providing consultative services related to facility planning, construction and operation.

The City will also encourage voluntary groups, often in consortium, to develop and operate multi-purpose recreation facilities that might otherwise have been the responsibility of municipal government. City capital grant assistance will be considered for any group proposing to construct and operate a facility that is projected in the Department's five-year capital budget providing that the same purpose and markets will be served.

F13. COORDINATION OF RECREATION FACILITY DEVELOPMENT

The City recognizes that it has a responsibility to assume the role of coordinator of various organizations involved in recreation facility development.

The Department will:

- provide information on facility related needs, preferences and trends in Calgary and relative to facility standards
- be available to advise organizations about facility design standards, criteria and experience
- connect potentially complementary recreation facility suppliers and users in contact to encourage joint projects
- develop guidelines and recommend priorities to assist Council in the allocation of capital grant funds (provincial or municipal).

F14. LEASING OF CITY FACILITIES

The City will consider leasing of one or more of its facilities to non-profit voluntary groups or private enterprise in accordance with each of the following principles:

- that current user needs and interests will continue to be accommodated at the facility or elsewhere in the system,
- that the facility will continue to be managed with overall public interest and benefit in mind
- at least 50% of prime and non-prime time set aside for use by general public

- fees and charges either comparable to City or set at a level that ensures access by the majority of residents in neighbouring communities
- that substantial economic savings can be passed on to the taxpayer
- that maintenance and capital replacement standards similar to the City's be adopted and implemented at the groups cost
- that the group has displayed relevant management capability
- that the interests of current staff are considered.

Exception

Excluded until 1992 from facilities to be considered for leasing are arenas, in recognition of a commitment by Minor Hockey Association to bear increased fees.

A core of facilities of each type (pool, arena, golf courses, etc.) will be maintained in the public sector so as to:

- protect the interests of minority groups unable to adopt or develop facilities

- ensure general public accessibility to each facility type in each quadrant of the City

- preserve public sector capabilities and resources in the event that leased facilities revert to the City.

F15. DISPOSAL OF OBSOLETE AND SURPLUS MUNICIPAL RECREATION FACILITIES

Facilities will be reviewed annually to assess their:

- ability to respond to current interests and use patterns
- contribution to the overall recovery of direct operating costs
- cost-benefit of necessary preventive maintenance or renovation to maintain facility in a marketable condition.

If the continued viability of the facility is in question, disposal will be considered in accordance with the following priorities:

- to a non-profit organization registered under the Society's Act that will provide continued public recreation participation
- to a non-profit recreation organization whose use of the facility will directly benefit the community and interest group
- to private enterprise interested in maintaining the recreation opportunities
- to a non-profit recreation group whose use of the facility will primarily benefit the members
- to any group planning a non-recreation use.

KEY RESULT AREA:	**DIVISION:**
NEW FACILITY DEVELOPMENT	FACILITIES
To plan, design and construct new facilities in accordance with the priorities identified in the Guidelines table for the period 1988-92 (Table 2).	...

OBJECTIVES:

1. To complete the second 9 holes at Maple Ridge and to construct the McCall Lake Clubhouse.
2. To fully support community projects that relate to the mandate of the Division and Department (e.g. Soccer Federation project at SE Industrial Athletic Park, McCall Lake sport club developments, Crowfoot Recreation Centre, water attraction in NE Park) with advice, CRC support and possible City grants.
3. To encourage private sector involvement in facility development (completion of Maple Ridge - clubhouse/driving range and par 3, lounge facilities at various locations, new golf course development in NE).
4. To ensure that land is acquired and/or protected for major facility development proposed in future years (see Map 3).

ACTION STEPS: | **APPROX. COST:**

1. Incorporate projects within the 5 Year Capital Budgets, 1988- 1992. | *

2. Initiate design in the following years: | Included in capital costs.

	Conceptual Design	Design Construction
Maple Ridge Golf Course	1987/88	1988
McCall Lake Clubhouse	1987	1988
N.E. Water Park	1989	1989
Crowfoot Landforming	1988	1989

3. Tenders or proposal calls for all of the above to be within one year of design. | *

4. Identification of user groups to lease and McCall Lake Activity Park in 1988/1989. | *

5. Determine final construction costs, implement project management and initiate construction:

Maple Ridge	1988/89/90	$3,000,000
McCall Lake Clubhouse	1988	$600,000
N.E. Park Water Feature	1991	$200,000

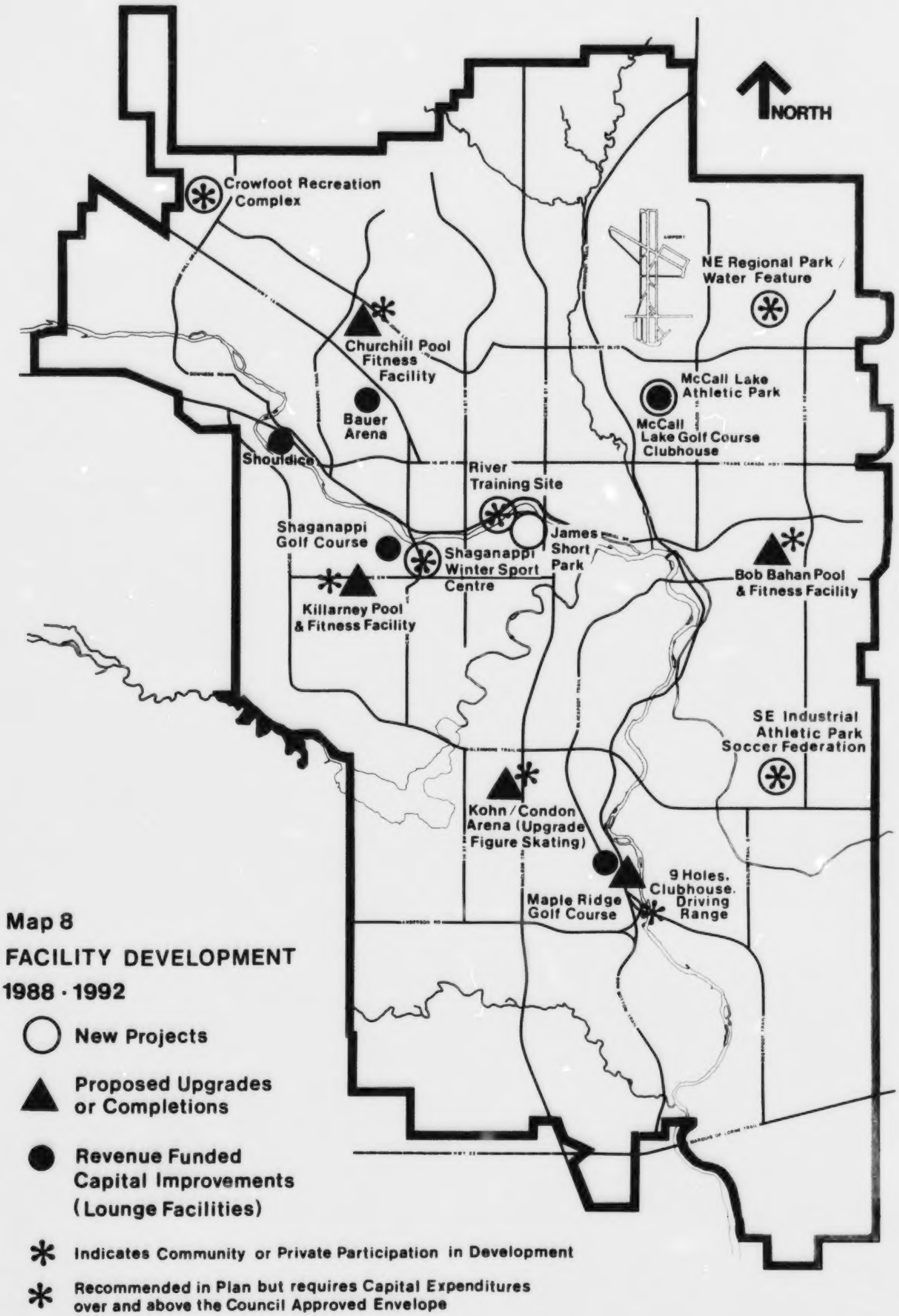
Crowfoot Landforming 1988/89	$600,000
6. Support Soccer Federation Project for the S.E. Athletic Park, 1988-1990.	$725,000 (City Share 25%)

PERFORMANCE INDICATORS:

1. Construction completion according to schedule

2. Improved operation revenues

See Facility Development Guidelines and Maps 3 and 8.
(Table 2)



NORTH
Crowfoot Recreation Complex
NE Regional Park / Water Feature
Churchill Pool Fitness Facility
McCall Lake Athletic Park
Bauer Arena
McCall Lake Golf Course Clubhouse
Shouldice
River Training Site
Shaganappi Golf Course
James Short Park
Shaganappi Winter Sport Centre
Bob Bahan Pool & Fitness Facility
Killarney Pool & Fitness Facility
SE Industrial Athletic Park Soccer Federation
Kohn / Condon Arena (Upgrade Figure Skating)
9 Holes, Clubhouse, Driving Range
Maple Ridge Golf Course

Map 8

FACILITY DEVELOPMENT

1988 - 1992

- ○ New Projects
- ▲ Proposed Upgrades or Completions
- ● Revenue Funded Capital Improvements (Lounge Facilities)
- * Indicates Community or Private Participation in Development
- * Recommended in Plan but requires Capital Expenditures over and above the Council Approved Envelope

KRA: FP2

KEY RESULT AREA:	**DIVISION:**
FACILITY UPGRADING PROJECTS To add features or amenities that make facilities more marketable (to both increase utilization and to reduce net cost to taxpayer).	FACILITIES

OBJECTIVES:

1. To add fitness and spa facilities at 2 indoor pool locations by 1991.
2. To provide licensed lounge facilities at Shaganappi, McCall and Maple Ridge Golf Courses, Shouldice Athletic Park and Father David Bauer Arena.
3. To develop a specialized figure skating arena facility at the Kohn/Condon complex (in cooperation with OCO and CALALTA) in 1987.
4. To add recreational features at pools and leisure centres to increase their marketability and utilization (e.g. water slides at pools, additional play and lounge facilities at leisure centres).

ACTION STEPS:	**APPROX. COST:**
1. Determine optimal locations for fitness/spa developments through market and feasibility analysis (1988).	*
2. Initiate design process 1988 (on 1) with construction in 1989/92.	$1,350,000
3. Evaluation of cost/benefit of lounge addition at Confederation by January 1988.	*
4. Conduct appropriate market/feasibility studies for new licensed lounge additions at all proposed sites in 1989.	*
5. Design and construct one lounge facility per year starting in 1989 for each site given a positive market/feasibility rating (assuming #3 above is satisfied).	$200,000 annually
6. Work with OCO and CALALTA to design and renovate Kohn/Condon Complex - to be completed by January 1988.	*

PERFORMANCE INDICATORS:

1. In each instance where an improvement is made - use of the facility to increase; net cost including debt servicing to remain same or decrease.

See Goals 1 and 2, Policies F4 & F7, and Map 8.

KRA: FP3

KEY RESULT AREA:	**DIVISION:**
CAPITAL CONSERVATION	FACILITIES
To preserve and protect the dollar investment in a facility by maintaining the physical structure, mechanical systems and amenities to the highest possible standard so that all facilities retain the maximum value as a real estate investment and the greatest benefit to it's users.	

OBJECTIVES:

1. To develop and implement a **preventive maintenance system** (PM) for all recreation facilities operated by the Department by December, 1989.
2. To develop a **life cycle costing plan** (LC) for all Department facilities by December, 1989; to be used as a basis for long range budget and to direct regular facility audits (physical condition).

ACTION STEPS:	**APPROX. COST:**
1. Complete PM and LC inventories of all buildings managed by Facilities Division by January 1988.	$55,000
2. Train supervisors of each Division facility to implement PM system by Spring 1988.	*
3. Work with Structures & Buildings to establish regular structural inspections in accordance with the LC shedule by Winter '88.	*
4. Repeat steps 1-3 for all other facilities in Department by December, 1989 (including Planetarium and Fort Calgary).	$140,000

PERFORMANCE INDICATORS:

1. Number of service disruptions due to equipment breakdown reduced.
2. Longevity of facility service increased.
3. Development of a stewardship attitude among staff.
4. Increased customer satisfaction.

For more information see Goal 1, Policy F9 and Appendix S.

KRA: FP4

KEY RESULT AREA:	**DIVISION:**
PREVENTIVE MAINTENANCE AND LIFE CYCLE COSTING ADVICE TO COMMUNITY ORGANIZATIONS To share city expertise re. facility management with voluntary organizations operating similar facilities (with emphasis on those developed on land leased from the City).	FACILITIES

OBJECTIVES:

1. To complete the developmental stages of the Department's own PM/LC program by Spring 1988 (see FP3).
2. To offer PM/LC workshops for community facility managers in 1989.
3. To develop an in-house capability to advise and work with groups committed to effective management of community facilities in 1989.
4. Encourage groups applying for C/RC capital projects to consider capital replacement and maintenance costs in their feasibility study to ensure group can financially support the proposed facility.

ACTION STEPS:	**APPROX. COST:**
1. In conjunction with PM/LC program work within the Department to make offers of assistance to community facility operators by December 1988.	*

PERFORMANCE INDICATORS:

1. Establishment of PM/LC system in community facilities.

See Goal 1, Policies F9 and F11-14, Appendices H and S.

KRA: FP5

KEY RESULT AREA:	**DIVISION:**
MARKETING OF PUBLIC FACILITIES	FACILITIES MARKETING
To market public recreation facilities to ensure maximum public awareness and appeal and to reduce the contribution required from the non-user. To increase number and frequency of satisfied users.	

OBJECTIVES:

1. To provide ongoing customer relations workshops for frontline staff.
2. To develop and conduct surveys to determine current and potential client profiles, needs and preferences.
3. To establish an ongoing process of soliciting corporate sponsors in order to defray a percentage of operating and promotional costs.
4. To establish a schedule of regular meetings between the marketing section and facility promotion coordinators to discuss cooperative efforts.

ACTION STEPS:	**APPROX. COST:**
1. Establish an annual schedule of workshops that coincide with slow periods by Winter 1988.	*
2. Establish a priority list of facility/community areas to be surveyed during Winter 1988.	*
3. Establish a set of objectives regarding cosponsored events or promotions.	*

PERFORMANCE INDICATORS:

1. Reduction in customer complaints.
2. An increase of the number and quality of special events involving a cosponsor.
3. An increase in the number of promotions and advertising involving more than one facility or section.
4. Increased attendance and revenues.

See Goal 2, Policies F4 and F7, Appendix R.

KRA: FP6

KEY RESULT AREA:	**DIVISION:**
ECONOMICALLY DISADVANTAGED To ensure that the economically disadvantaged enjoy access to basic services and facilities.	FACILITIES

OBJECTIVES:

1. Encourage development and use of outdoor skating opportunities (through the Adopt-a-Park program) and outdoor swimming facilities (Lake Sikome, Riley Park, proposed NE Regional Park) that are free to the public.
2. Develop and host free or low cost special events or pilot programs at selected facilities which will provide increased awareness and leisure opportunities for low income residents.
3. In conjunction with the Leisure Services Division to develop policy and procedure for a pass system (with or without volunteer service exchange) for the economically disadvantaged.
4. Work towards replacing special admission fees for Seniors and the Disabled with one special fee for the economically disadvantaged.

ACTION STEPS:	**APPROX. COST:**
1. Encourage development of and identification of appropriate sites for free skating/swimming opportunities.	*
2. Establish a schedule on a seasonal basis outlining the access available free or at low cost to special events at facilities (arenas, pools, leisure centres) with attention given to facilities in low income areas.	*
3. Ensure that public awareness/marketing strategies for facilities are established to best reach the working poor, social assistance recipients, the unemployed, etc.	*
4. Work with Leisure Services Division, hosting special events and programs at existing facilities at low or no cost to the public.	*
5. Continue to utilize Burns Memorial Fund and other sources to support subsidization of program registration fees.	*
6. Develop an internal mechanism to support subsidization of program fees should outside funding not be available (see SP2).	*
7. Implement a system of issuing admission passes to the economically disadvantaged by	*

Spring 1988.	
8. Use organizations which traditionally accommodate the economically disadvantaged to reach such clients via special programs access to facilities or free/subsidized admissions.	*
9. Initiate discussions with Social Service agencies to review current and additional means of accommodating the economically disadvantaged and minimizing barriers to participation, i.e. child care, transportation.	*
10. As a pilot project; in cooperation with sports groups, manufacturers, rental agencies and service organizations evaluate the feasibility of equipment loan in low income areas and facilities.	*

PERFORMANCE INDICATORS:

1. Increased participation rates within low income residential areas.
2. Overall use of facilities increase with a corresponding decrease in per capita subsidy.
3. Greater variety of activities and users at all City facilities.

See Goals 2 and 5, Policies F2 and S8, Appendices H and N.

KRA: FP7

KEY RESULT AREA:	DIVISION:
PILOT TECHNICAL DEVELOPMENTS To pilot and evaluate new technical developments that have the potential to increase either operating efficiency or customer satisfaction.	FACILITIES

OBJECTIVES:

1. To monitor professional publications and commercial exhibits in order to identify developments having potential value to the City.
2. To conduct feasibility studies to determine likely payback and benefit of identified developments.
3. To budget for and implement pilots or demonstrations of the most promising developments.

ACTION STEPS:	APPROX. COST:
1. To evaluate the payback benefits of the pilot Optimist jet ice, extend program to other arenas if successful.	
2. To monitor the effectiveness of the sand-filled artificial turf proposed by the Soccer Federation; and assuming success to develop one artifical lighted city field by the 1992 season.	* $500,000
3. To experiment with an ozone water purification system in hot tubs at Village Square by 1989; if successful, to install at one pool by 1992.	$ 5,000 $ 25,000

PERFORMANCE INDICATORS:

1. Reduced energy and maintenance costs sufficient to pay back any additional capital costs (difference between traditional and new approaches) within 3-10 years.
2. Increased user satisfaction (level of use) and quality of experience

* See Goal 1.

KRA: FP8

KEY RESULT AREA:	**DIVISION:**
COORDINATION/COMMUNICATION WITH RELATED AGENCIES To work with agencies providing similar services so as to avoid undesirable competition and to share resources/projects to mutual benefit.	FACILITIES

OBJECTIVES:

1. To ensure that all agencies are fully informed of activities that might effect capital or operational plans.
2. To explore and develop potential marketing, training and maintenance projects that benefit each participating agency and their clients.

ACTION STEPS:	**APPROX. COST:**
1. To participate in the Calgary Leisure Forum.	*
A. A workshop to coordinate the activities of recreation related agencies.	
B. Work towards a 'Facility Section' to coordinate capital programs, program development, maintenance and marketing - in place by 1989.	*
2. To commit resources to the further development of the Arena Managers' Coordinating Committee (established in 1986 - see Appendix Q).	*
3. Support a Leisure Centre Coordinating Committee with representatives from Lindsay Park, the Family Leisure Centre and the two city centres with a mandate to coordinate program development and marketing.	*

PERFORMANCE INDICATORS:

1. Reduced concern (complaints) re. service duplication or competition.
2. Additional cooperative projects (marketing, training, maintenance or capital.

See Goals 1, 2 and 7; Appendix Q.

KRA: FP9

KEY RESULT AREA:	**DIVISION:**
OLYMPIC LEGACY To manage facilities developed for the Olympics to optimize benefit to the community while maintaining the spirit of the 'Games'.	FACILITIES

OBJECTIVES:

1. To assist the Parks Division in providing a quality ice surface at the Olympic Plaza.
2. To operate Father David Bauer/Norma Bush and Kohn/Condon Arena complexes as intended with the Olympic legacy commitment (international ice surface and figure skating facilities).
3. To provide ice time for 'short track speed skating' (consistent with demand levels).
4. To assist the University with community use of the Olympic Speed Skating facility.
5. To develop additional opportunities for cross-country skiing and naturabahn at city golf course locations, compatible with golf course operations, i.e. Shaganappi.

ACTION STEPS:	**APROX. COST:**
1. Work with Parks Division (provision of training) to operate the Olympic Plaza site; specifically the outdoor ice surface and reflecting pool.	*
2. Develop schedules and programs for the Bauer/Bush and Kohn/Condon arena complexes to facilitate use by Team Canada and the figure skating community.	*
3. Determine needs and develop appropriate schedules for short track speedskating.	*
4. Initiate discussion with the University of Calgary to facilitate public use of the Olympic Speedskating Oval after the Olympics.	*
5. Work with the Outdoor Section to determine needs and identify possible future locations for the development of winter outdoor recreation opportunities at golf course locations.	*

PERFORMANCE INDICATORS:

1. A more satisfied figure skating community.
2. Additional participation in speed skating.
3. An increase in outdoor recreation opportunities at City golf courses.
4. Increased exposure of international hockey in Calgary.

See Goals 1, 2 and 9; Appendix Mc.

KRA: FP10

KEY RESULT AREA:	**DIVISION:**
ADULT FOCUS To recognize the needs of an aging population in the development, programming and marketing of city recreation facilities.	FACILITIES

OBJECTIVES:

1. To ensure that increasing adult population gets an equitable share of arena, athletic park and pool time (programs, team bookings, informal use).

2. To encourage adult booking of community playing fields (football, soccer, baseball) and gymnasium space (volleyball, fitness, etc.).

ACTION STEPS:	**APPROX. COST:**
1. Develop guidelines for facility schedules which ensure that each age group and interest group have the opportunity to book both prime-time and non-prime-time (by December 1988).	*
2. For facilities to develop a cooperative marketing plan which creates awareness of the opportunities available and encourages adult booking of facilities; for implementation in 1989.	*
3. To include as a part of all adult leadership courses, information about the opportunities available and facility booking procedures; to be implemented by the Fall of 1988.	*

PERFORMANCE INDICATORS:

1. Adult participation rates to increase.

2. Revenues and facility recovery rates to increase (given 100% recovery for adult services offered).

See Goal 2, Policies S1 and S7, Appendices G and H.

KRA: FP11

KEY RESULT AREA:	**DIVISION:**
ACCESSIBILITY FOR THE DISABLED To ensure that disabled residents enjoy access to an adequate level of recreation facilities in Calgary.	FACILITIES

OBJECTIVES:

1. To ensure that all new and renovated facilities are designed and developed to be barrier free (i.e. the needs of those with mobility or sensory impairments will be accommodated).
2. To encourage facility usage by disabled consumers and by groups providing recreation services to disabled persons (e.g. wheelchair sports groups, Special Olympics activities, recreation therapy programs).
3. To require all facilities supported by or developed with public grant funds, to be physically accessible (barrier free).

ACTION STEPS:	**APPROX. COST:**
1. Calgary Parks & Recreation representative to participate in the Architectural Barriers Committee, whose task is to explore and develop acceptable City of Calgary standards to ensure accessible facilities.	*
2. Update 1982 survey of "Level of Accessibility" Calgary Parks & Recreation owned and operated facilities (indoor pools, outdoor pools, arenas, art centers and leisure centers).	*
3. Develop guideline document re: standards for community groups.	*
4. Review of all Department projects and C.R.C. Grant proposals to determine if plans for physical accessibility has been considered and included.	*
5. Evaluate possibility of 100% funding for those components of public funded projects that contribute to accessibility.	*
6. Encourage the use of "universal" graphic signage in all facilities, rather than verbal signage.	*
7. Ensure staff in facilities have a basic level of training regarding disabilities and related programming implications.	*

PERFORMANCE INDICATORS:

1. Capital projects are accessible to the disabled.
2. Community groups advised of accessibility guidelines.
3. Standards for accessibility developed and distributed.

See Policies S1 and F10.

KRA: FP12

KEY RESULT AREA:	**DIVISION:**
VOLUNTEER DEVELOPMENT To fully involve Calgarians in the operation of their recreation facilities.	FACILITIES

OBJECTIVES:

1. To determine the feasibility and need for reinstatement of advisory committees of use representatives for Leisure Centres by December '88.

2A. To continue to work with the aquatic organizations involved and using municipal pools.

2B. To continue to work with the advisory committees for Arenas and Athletic Parks.

3. To encourage volunteer service to enhance all aspects of facility operation (program, cleaning, maintenance and administration).

4. To identify key players and their roles at each work unit, facility and section with respect to volunteers.

ACTION STEPS:	**APPROX. COST:**
1. Identify key players at each work site, build coordination of volunteers and what is meant by this into job descriptions and properly train staff in the effective management of a Volunteer Worksite Program by December 1990.	*
2. Continued involvement with the Fine Option Program, where appropriate, with continuous evaluation on the utilization and satisfaction with the program.	*

PERFORMANCE INDICATORS:

1. Increased responsiveness to user needs.
2. Volunteer involvement to increase effectiveness over period 1988 to 1991.

See Goal 7, Policy F11, and Appendices I and L.

KRA: FP13

KEY RESULT AREA:	**DIVISION:**
SUMMER USE OF ARENAS To encourage and facilitate off-season use of arena facilities to make optimal use of the significant public investment involved.	FACILITIES

OBJECTIVES:

1. To provide additional service to the public while reducing the net budget for arena operation.

ACTION STEPS:	**APPROX. COST:**
1. To conduct a national study identifying successful summer uses of arenas in Canada by Spring 88.	$2,500
2. To conduct different pilot projects during the summer of 1988 testing the marketability of optional uses (e.g. skateboard centre, arts playground, teen club, floor hockey).	$20,000

PERFORMANCE INDICATORS:

1. Increase in numbers of people served by arena system.
2. Potential increase in numbers exposed to arts programming.
3. Additional service to children and youth (out-of-school but not employed).
4. Additional service provided at no additional net cost to taxpayer.

See Goals 1 and 2, Policies F4 and F7.

Part 6.

Leisure Services

LEISURE SERVICES DIVISION
MISSION STATEMENT

GENERAL

The Leisure Services Division provides advice and support to approximately 500 community groups and organizations. Over 1,000 recreation programs are cosponsored each year (City and community partnership); and staff operate 1,500 direct City-run programs where the voluntary sector is unable to assume responsibility. The Division also administers 250 grants per year and coordinates approximately 40 lease renewals per year.

MISSION

TO ENSURE THAT A BROAD RANGE OF LEISURE SERVICES IS ACCESSIBLE TO ALL CALGARIANS.

TO ENCOURAGE FULL UTILIZATION OF ALL AVAILABLE LEISURE OPPORTUNITIES.

TO ENCOURAGE COMMUNITY PARTICIPATION IN THE PROVISION OF LEISURE OPPORTUNITIES.

SERVICES PROVIDED

- Market research/needs identification.
- Program planning and development.
- Human resource development - community leadership.
- Advisory/consultative services for voluntary organizations.
- Community funding/grants.
- Coordination of various recreation program delivery organizations.
- Development of cosponsored program opportunities (with community, seniors, outdoor, disabled, cultural and ethnic groups).
- Provision of direct programs (where community cannot respond).
- Management/operation of art centres.
- Information/resource provision.
- Leisure education.
- Bookings, facilitating accessibility to City and school facilities.
- Lease negotiation and management, where community groups use Department land or facilities.
- Advice and consultation to other Divisions and City Departments.

CUSTOMERS SERVED

The Division respects the needs of all age groups (pre-school, children, youth, adults and seniors) and families. Efforts are made to minimize barriers to participation with some emphasis on the economically disadvantaged and the disabled.

The Leisure Services Division works in cooperation with 'community' organizations in the provision of leisure to Calgarians. These 'community' organizations include groups of interest, geographic or purpose.

OPERATING PHILOSOPHY

The Leisure Services Division strives to be recognized for:

- a community development emphasis through facilitation
- innovative demonstration programs
- ability to seek out leisure needs and promote effective and efficient program responses (indirect, cosponsored and direct)
- a base level of program service throughout the City accessible to ALL Calgarians
- our willingness to have appropriate programs adopted by the voluntary sector.

In order to optimize use of available resources, staff will stress accountability, effectiveness and efficiency.

FINANCIAL COMMITMENT

Programs for pre-schoolers, children, youth, seniors, families and disabled are subsidized by the City budget. Adult programs recover 100% of the direct operating costs, requiring only administrative overhead from the taxpayer. In programs with potential overlap with other community agencies, program fees are not subsidized or only subsidized to the 'going rate' level established by those community agencies.

ACTIVITIES/GROWTH DRIVERS

Programs respond to individual and community need and the extent to which community and commercial groups cannot respond effectively. Other services (advice, grants, leases, etc.) are available to community groups as needs are identified.

PRINCIPLES
TO GUIDE THE DELIVERY AND FACILITATION OF LEISURE SERVICES

S1. ROLE OF DEPARTMENT

To ensure that a broad range of leisure services is available to all citizens of Calgary:

- respecting the needs of all age groups (pre-school, children, youth, adults, seniors) and groupings (families)
- minimizing barriers to participation (with particular emphasis on the disabled and the economically disadvantaged)
- touching physical, social, cultural, educational and creative/ artistic elements of leisure.

To encourage full utilization of all available leisure opportunities:

- increasing awareness of the significance of leisure to the individual and the community
- promoting full and effective programming of all recreation facilities (public and community)
- encouraging use, appreciation and understanding of Calgary's system of parks and natural areas through participation
- increasing awareness of existing leisure opportunities.

To encourage community participation in the provision of leisure opportunities:

- by actively promoting adoption of City programs
- by providing the advice and resources necessary to stimulate groups to respond to their own leisure needs
- by encouraging and supporting the volunteer.

S2. EMPHASIS TO BE PLACED ON COMMUNITY PROVISION OF SERVICES

The Department is committed to optimizing community involvement in the provision of leisure services:

- we value communities and the voluntary sector and believe that parks/recreation issues and challenges provide ideal opportunities to bring citizens together
- we believe that a community, with support, is best able to determine and plan for its own leisure needs
- we believe the voluntary sector is capable of 'doing more with less'; community involvement in parks and recreation frees government, mill-rate supported dollars for other activities thereby increasing the number and range of leisure opportunities available

- cooperating in the planning and development of leisure opportunities provides an ideal means of acquainting citizens with the significance of leisure and leisure services in their lives.

The Department will provide support to any community organization that has as its primary objective to provide leisure opportunities for Calgarians on a public, non-discriminatory basis. In most cases financial assistance is given only to groups incorporated under the Societies Act or officially endorsed. Priority will be given to the following categories or types of groups.

- community associations (geographical)
- special interest groups (communities of interest) involved in sports, arts and culture, outdoor recreation, social recreation and leisure education
- community schools
- seniors' groups with a primary recreation mandate
- city-wide recreational organizations
- environmental groups
- groups working with disabled
- special interest groups involved in the provision of recreation pursuits for economically disadvantaged.

The Department will encourage the development of groups which represent and serve the interests of individuals participating in leisure activities whether general (e.g. seniors' recreation group) or specialized (e.g., association of outdoor groups).

Services provided to such groups can include:

- information/resource provision
- assistance with market research, needs and preference and feasibility studies
- human resource development - leadership training
- advice on program planning, development and evaluation
- facilitation of grant applications
- financial assistance for program development
- financial assistance for travel, hosting of competitions/events
- grants, fee-for-service arrangements for groups willing to assume responsibility for a service or project that would normally be provided by the City
- leasing of City land for recreation/park development
- advice/consultation on facility planning, development and operation
- bookings - facilitating access to City and school facilities.

General organizational development support will only be provided where the prime objective of the organization (or a committee of an organization) focuses on parks or recreation. In other cases, the request or identified need could be referred to the appropriate umbrella organization. The Department encourages the development of umbrella organizations where similar groups exist and could benefit from such an association.

S3. POLICIES TO GUIDE FACILITATION SERVICES (RELATED TO S2)

S3.1 Information/Resource Provision

Department staff will be available to provide information to groups that will assist them in the planning, development and operation of parks, recreation facility or program projects.

The Department is also prepared to loan recreation equipment to non-profit groups and organizations if and when it is not required for City activities.

S3.2 Assistance with Market Research, Needs and Preference Studies and Feasibility Studies.

The Department encourages public involvement in the recreation planning process and will provide advice and coaching on the various methods available.

Groups interested in obtaining capital grants will be required to conduct Recreation Needs and Preference Studies and Project Feasibility Studies to clearly demonstrate the need for and viability of their proposal. The Department is prepared to provide advice and, if necessary, assistance with the design and implementation of such studies. Where provincial grants are being sought, the Department will help the group obtain grant support for the study phase.

Market Research studies intended to better understand the needs of both users and non-users of a group's facilities or programs are encouraged. The Department can offer design advice and computer support for such studies.

S3.3 Human Resource Development - Leadership Training.

The Department is prepared to provide city-wide recruitment of recreation leaders and training in fundamental leadership skills. The intent of this service is for groups to become more autonomous through the use of their own human resources and to increase the quantity and quality of recreation opportunities offered.

Upon request, assistance can be provided to design training programs to meet special needs of organizations. The Department will also provide more specific technical training to enable leaders to implement a broad range of leisure programs.

Leadership resource manuals and material are available to assist organizations with their programs and human resource development. The Department is willing to expand and develop resource material to fulfill identified needs.

S3.4 Advice/Consultation on Program Planning, Development and Evaluation.

Department staff are willing to share their program experience with non-profit groups who request assistance. Emphasis will be placed on support of initial program attempts by the group, specialized pilot or demonstration programs and on special events.

Program planning manuals are available and the Department can offer related seminars and courses.

Staff will also offer advice on various methods of evaluating programs to determine effectiveness, efficiency and future directions and to enhance the quality of service to the client.

S3.5 Accessing Grant Funds.

The Department will apprise community organizations of the availability of grants programs which can be utilized to expand leisure opportunities.

If requested, assistance can be provided to complete the requirements specified for an application.

The Department will access appropriate grant programs to enhance its own programs and services.

S3.6 Capital Grant Assistance.

Provide capital grant assistance to community organizations that have fulfilled the eligibility, need verification and project feasibility requirements.

a. Provincial

Allocate 50% of the funds available from the Community Recreation/Cultural Grant Program to community non-profit organizations that:

- Encourage community initiative and responsibility for the protection and enhancement of current capital investments.
- Develop, manage and operate new recreational, cultural and park opportunities.

- 25% City Community Capital Grants Program

  Consideration will be given to contribute to new capital development of leisure facilities on City owned land where the project is identified as a need in the 'Policies and Priorities' Plan, eliminates the need for Parks & Recreation to provide the same facility or open space and provides 100% public use. Timing and funding will be in accordance with City priorities and will be based on individual project merits and needs. There may be special circumstances which would cause exception to this principle.

- 25% City/School Playground Capital Grant Program

  Contribute to the development of playground facilities on City School Board owned land where the project is identified in five year capital program, eliminates the need for Calgary Parks & Recreation involvement to provide the same, and provides 100% public use. The appropriate School Board will be encouraged to contribute up to 12.5% to those projects developing on School Board land.

S3.7 Special Operating and Debt Retirement Assistance.

Special consideration will be given to voluntary organizations experiencing severe financial hardship due to an operating deficit or where debt-servicing commitments are creating financial hardship and capital grant eligibility has been exhausted. Financial assistance will be extended on the premise that the assistance will be designed to place the organization in a self-sufficient position and will be repaid to the City.

S3.8 Assistance for Groups Interested in Developing and Running Recreation Programs

The City of Calgary has been cosponsoring recreation programs with city-wide and community organizations since 1983, previously Calgary Parks & Recreation offered programs directly. The cosponsoring mode of program delivery has demonstrated:

- increased program participation
- lower net cost per participant of public subsidy
- greater community involvement and awareness in recreation program delivery
- effective utilization (more programs offered and maximum benefit to residents) of limited program budget.

These results in providing services and programs reconfirm the Department's interest in encouraging non-profit organizations to provide for their own leisure program needs and to service the general public.

Therefore, in addition to the general facilitation services outlined in S.2, the Department will offer assistance for cosponsored program operation in accordance with the definitions, guidelines and criteria described below:

a. Definitions

The Department will provide cosponsored program assistance to non-profit organizations in the following manner:

- The organization must provide directly for at least one component of the program through either a financial or volunteer contribution and the Department provides directly for the remaining components of the program (e.g., facility, leadership, supervision, marketing, equipment, supplies, administration, registration, transportation, admissions, etc.).
- A financial assistance grant may be made available to community-based organizations for all or a portion of the program components that the organization assumes responsibility for.

Non-profit organizations receiving cosponsored assistance may be categorized as follows:

- city-wide organizations refers to a scattered group of persons who represent a common recreation interest throughout the City (e.g., Minor Sports Calgary)
- community-based organizations refers to a group of persons who represent recreation interests within a common designated service area (e.g., community association, community schools).

b. General Requirements

The following requirements must be met for the Department to cosponsor a program:

- The program must be parks, recreational or cultural in nature and recognized as providing a service within the mandate of the Department.
- The need for the program must be demonstrated.
- Assistance is provided on the understanding that the organization is endeavouring to minimize and decrease its dependency on City funding as the program matures.

- The organization must be able to provide directly for at least one component of the program with either a financial or volunteer contribution (e.g., facility, leadership, supervision, promotion/marketing, equipment/supplies, registration, transportation, admissions, administration, etc.).
- The total net cost to the City must be less than it would have been had the Department run the program itself.
- The organization can demonstrate financial responsibility and has presented a viable financial plan for the program.
- An organization must have sufficient comprehensive general liability insurance coverage, in particular where the organization is providing a facility or leadership component of the program.
- The program must be advertised as a cosponsored program with Calgary Parks & Recreation.
- The program is offered to the general public at a fee that is reasonable (be comparable to current market). A two fee structure for members and non-members is permissible. The non-member rate must not unduly discourage participation.
- Any profit made from a program by an organization shall be directed back into subsequent programs or returned to the City.
- Program requests will be considered in view of their ability to provide maximum benefit with the finite amount of funds available (i.e., wide range and distribution of programs).

c. Criteria

All requests for cosponsored assistance will be further evaluated in accordance with the following criteria:

- When a city-wide or community based organization can not provide programming within a service area, the Department will divert funding to provide the direct program service.
- Organizations will be encouraged to seek outside sources of funding so as to minimize the costs of the program and the amount of public subsidy provided by the City.
- The Department will manage the resources available for cosponsored assistance to ensure funding is issued:
  - where a need is demonstrated for the program
  - financial assistance is required to provide the program
  - to ensure an adequate balance of year-round programming is provided within the designated service area.

S3.9 Additional City Grants.

Financially assist non-profit athletic, sport, ethnic, cultural and artistic amateur groups pertaining to the following areas:

- hosting of Provincial, Western Canadian, National and International sanctioned championships/events and National or International special events/festivals
- travel to Provincial Amateur Athletic Championships and Provincial, Western, National and International Ethno-Cultural recognized competitions/festivals
- Minor Sports Calgary Member Organizations to assist with administrative expenses
- lawn bowling clubs to assist with facility operating costs.

S3.10 Fee For Service.

The City is prepared to assist umbrella groups that provide services that are legislatively required or might normally have been provided by the Department. Requests will be evaluated against the following guidelines:

- the service is provided at a level of quality equal to or better than would be expected from the Department
- related charges to the user or general public are reasonable
- the transfer of responsibility to the group is cost-effective to the City
- all interested citizens and community groups have access to the service.

Current examples of fee-for-service arrangements include:

- The Federation of Calgary Communities offers:
  - information, resources and training to community associations and other interested parties
  - training workshops and seminars for community leaders, other volunteers and staff
  - a comprehensive group insurance program
  - a regular newsletter to community associations
  - input into city-wide and local issues.
- Minor Sports Calgary offers:
  - administrative support to member sport groups
  - administration and maintenance of a computerized registration service
  - a central information and resource centre for the public and member groups
  - assistance in facility scheduling.
- Vocational Research and Rehabilitation Institute.
  - operates a facility that might otherwise have been the responsibility of the Calgary Parks & Recreation.

S3.11 Leasing/Licensing of City Owned Land.

Calgary Parks & Recreation will provide City-owned land to leisure groups on a lease or license basis, generally at a preferential (subsidized) rate where the following minimum criteria have been met:

- the applicant is incorporated as a non-profit organization in the Province of Alberta
- the applicant's activities (purpose) must relate directly to the mandate of Calgary Parks & Recreation
- the applicant must be willing to provide or make available a minimum of 50% public use in the facility or program
- the applicant should not discriminate against any person or membership; by reason of race, religion, belief or ability to pay.

License reserve and lease non-reserve land, at a nominal fee to community associations, constructing facilities to assist the association in providing leisure facilities and programs for their members and the general public.

License reserve and lease non-reserve land, considered suitable for recreation purposes, to non-profit social/recreation organizations. The lease rate (or amount of public subsidy) will be based on the degree to which the organization meets the following criteria:

- the service offered would normally be provided by the City
- the amount of public use provided in the facility and related activities (minimum 50%)
- the need for public support taking into account economic status/ revenue generating ability.

Lease non-reserve land to private enterprise at fair market value or on a competitive basis.

S3.12 Public Use of Licensed/Leased Land and Facilities Constructed in Whole or Part with Provincial and/or City Grant Funds.

Organizations using City-owned land or constructing facilities with public funds must provide a minimum of 50% of the operating time or 50% public participation in programming/facility use to general public use.

Where the City has contributed 25% capital grant funds for development of a facility, the organization must provide 100% public use without discrimination as to the ability to pay.

Organizations will legally contract with the City to provide for public use and advertise such to the general public.

S3.13 Advice/Consultation on Park/Facility Development and Operation.

Department expertise and experience will be made available to any non-profit group planning, constructing or operating a park or recreation facility similar to those managed by the Department. Advice/consultation will be provided upon request to members of Boards or relevant committees, to consultants employed by the group or to employees of the group.

S3.14 Bookings - Facilitating Access to City, School and Community Parks Facilities.

The Department provides a centralized park and facility booking service designed to facilitate public use of arenas, athletic parks, selected parks and schools. Rates charged are designed to recover all or a portion of the direct costs in accordance with market value and rate and with the intent of minimizing the subsidy paid by the taxpayer.

School facilities rented from the school boards as outlined in the Joint Use Agreements will be rented to users in accordance with market value and ability to pay. Those users outside the Department's mandate will pay at least the direct incremental cost to the Department.

This centralized booked service will be expanded on an opportunity basis to include other City facilities (pools) and community facilities (community arenas).

S4. ROLE OF DEPARTMENT IN DIRECT PROGRAMMING

The Department will provide recreation programs, taking responsibility for all program components in the following circumstances:

- when there are significant savings to the City and to the public (through fees) achieved by operating a large number of programs
- when voluntary or community groups are unable to take responsibility.
- when the program is a basic service in a facility managed by the City and there are significant efficiencies or control advantages to using City staff (e.g., swimming lessons in City pools).

However, the City will be open to proposals for adoption of a City recreational program by a voluntary group. Programs will be transferred to other organizations if it can be shown that:

- essentially the same client group will be served
- the quality of the program will not suffer
- the cost to the City (direct financial support and staff time) will decrease - not necessarily in the first year or program cycle.
- here is general (non-member) public access at a reasonable rate.

S5. EMPHASIS WILL BE ON FACILITATING A RANGE OF INTRODUCTORY PROGRAMS

The Department will encourage and offer leisure programs, events and promotions designed to have Calgarians:

- experience and enjoy a range of recreational/cultural activities
- become aware of the opportunities that exist in the City
- understand the significance of leisure in their lives
- learn new skills
- provide opportunities for people to meet and interact.

The Department will utilize its resources to endeavor to have introductory level programs available to all age groups in the following program categories: leisure education/awareness, physical recreation, arts and culture, outdoor recreation/education and social recreation. In cooperation with other public and voluntary agencies, the Department role is to review what is offered and then to complement these programs to help ensure introductory programs in all areas.

Introductory programs will be developed in accordance with the general guidelines presented in Table 3 - Base Service Model (later in this section).

More advanced or specialized programs can be provided where need exists and other organizations/groups cannot respond, but the priority for resource allocation will be placed on comprehensive coverage of the introductory or basic program needs.

S6. BASIS FOR FEES AND CHARGES RELATED TO RECREATION SERVICES

The basic facilitation services outlined in S2 will be provided free of charge to voluntary and community groups.

Special events and some introductory programs will be offered without charge to the user in an attempt to build awareness and encourage use of parks and participation in recreation programs.

For formal programs, fees will be established based on the user's ability to pay (in order to ensure commitment to the program), to reduce the burden on the taxpayer and to encourage responsible and efficient use of facilities and resources.

- Fees will be based on a percentage recovery of direct costs (costs associated with advertising, leadership, facilities, materials and supplies).

- The percentage recovery rate varies with each age group involved:

	1979 Approved (minimum)	1988 Target	1989 Target
Adults	100%	100%	100%
Seniors (65+)	20%	35%	40%
Youth/Teens (13-17)	35%	35% (60%)*	35% (70%)*
Children	35%	35% (60%)*	35% (70%)*
Families	-	35% (60%)*	35% (70%)*

* For children, youth/teen and family base level and introductory program will recover the lower rate and specialized and advanced programs will recover the higher rate.

- Community Leadership programs will recover a minimum of 30% of direct costs and will target to recover 50% for leadership courses and 65% for workshops by 1988.

Reduced fees or free access on an individual basis will be available for the economically disadvantaged to ensure that leisure opportunities exist for all Calgarians. See policy S8.

Although the City is prepared to subsidize programs and thus reduce charges to the public, fees will be set with reference to those charged by nearby voluntary groups for similar programs. The intent is to avoid competition with such groups and to encourage their continued success and involvement.

In general, if a group wishes to book or reserve exclusive use of a facility they will be expected to contribute a minimum of 100% of the incremental costs associated with providing the service (staff, utilities, materials). Higher fees may be charged based on ability to pay and market.

If a program or service is jointly sponsored with another group or organization, the fee or charge will be determined by both parties giving due consideration to the above-mentioned principles.

Staff may from time to time establish one time fees or permit short term relaxation of fees for recreation program rates and facility admission in line with the following guidelines:

- Decisions having an impact of one day or less can be made by Area Superintendents and Facility Supervisors.
- Decisions having an impact of less than 5 days can be made by Managers.
- Decisions having an impact of less than 6 weeks can be made by Division Coordinators or the Director.

S7. GENERAL AGE GROUP STRATEGIES

For the Preschool Child (0-5)

- Emphasis for preschoolers 0-2 years will be on programs that focus on information and opportunities for parents to experience what and how to play with their infant/child.

- For the preschooler 2-5 years the emphasis will be on programs that focus upon natural skill development, creative abilities, and social skills by providing for free exploration, guided discovery, low pressure environment and fun.

- Ensure that preschool programs are available in each neighborhood/ community.

- The prime suppliers of preschool programs at the neighborhood/ community level are community associations, community schools, parents' groups and churches. City-wide suppliers are U of C, MRC, YWCA, YMCA, etc..

- The Department will provide financial assistance and support services to those providing preschool leisure programs, as need is identified.

- The Department will be available to advise or assist social service agencies requiring recreation input.

For the Child (6-12)

- Emphasis on programs which develop the children's physical, social, and creative/artistic skills and potentials to optimize their chances of fun, improved self-esteem and personal development.

- The beginning of an increasing emphasis on the introduction of a wide variety of lifetime leisure skills.

- The Department will provide financial assistance and/or support services to those providing children's leisure programs, as the need is identified (e.g., community associations, community schools, sports groups, arts groups, city-wide recreational agencies; Y's, Boys & Girls Club, etc.).

- Leisure education in cooperation with the school system to help the child understand the significant place that recreation activities can and should play in one's life.

- Direct programming by the Department during school vacations and as long as the voluntary sector remains less active during the school year.

For the Youth/Teen (13-17)

- The Department will work closely with school boards to enhance school curriculum; lifetime skills, leisure education, and facilitate access to Calgary Parks & Recreation facilities.
- Emphasis will be on programs which encourage and facilitate the involvement of youth in the development, planning, implementation, and evaluation of youth-directed programs.
- Increasing emphasis on the introduction and reinforcement of lifetime leisure skills/activities with emphasis on those that offer adventure, challenge, risk, self-development, and socialization.
- To ensure opportunities to participate in specialized programs, to advance leisure skills, outdoor pursuits, current fads, martial arts, racquet sports, etc.
- To ensure opportunities to develop leadership skills and abilities.
- The Department is interested in providing or supporting pilot programs designed to demonstrate effective ways of responding to the often unmet needs of this age group.
- Provision of services to assist youth not presently involved in constructive leisure activities or alienated from traditional services; a marketing strategy that appeals to todays' youth, assistance to the economically disadvantaged, free drop-in programs on Friday nights, experienced facilitators/instructors who can relate to youth/ teens, leisure counselling, etc..

For The Adult (18+)

- Ensure that programs are available which target and meet the leisure needs/wants of specific age groupings of the adult market.
- To promote the awareness of the leisure opportunities available and the benefits of participation in leisure activities.
- Emphasis will be on programs which are self-directed or self-taught by their participants. To encourage this, facilitation services or financial assistance through the Provincial Further Education Grant structure will be made available as need is identified (no City subsidy).
- Increased emphasis on leadership development programs to encourage the sharing of skills with peers and in service to other age groups.

- Leisure Learning programs offered in cooperation with the Calgary Public School Board to take full advantage of economics of scale and availability of school facilities and resources.

- Adult leisure programs will be planned to complement rather than compete with similar services provided by member organizations of the Calgary Further Education Council.

- Encourage pre-retirement programs to provide and include leisure education and leisure counselling components.

For The Senior Citizen (65+)

- Ensure the provision of leisure education programs and leisure counselling as well as incorporating this information into existing programs (leisure interest programs, etc.).

- Long range planning to prepare for the projected number of citizens that will be retired in the coming years.

- Encourage integration of seniors activities with other age groups (i.e. grandparents/grandchild programs).

- Ensure a full range of leisure opportunities designed to assist the senior to remain healthy, further develop skills and abilities, and remain involved in the community.

- Provide facilitation support (including program financial assistance and Further Education Council grants) to all senior groups and community groups interested in providing leisure opportunities for this age group.

- To work with Social Services Department to develop cooperative relationships with other professionals (e.g. doctors, physiotherapists, occupational therapists, social workers, etc.) involved with seniors in order to develop seniors awareness to the benefits of participation and the services and opportunities available to them.

- Develop a seniors-helping-seniors program/service to assist in facilitating access to leisure opportunities (e.g. transportation, companionship, encouragement, etc.).

For The Family

- To place special focus on one market segment per year (to develop resources, programs, for each segment).

  Year 1 - the 2 parent family with primary school aged children
  Year 2 - add families with preschool children
  Year 3 - add single parent families (and estranged/visiting parent)
  Year 4 - add families with teen aged children
  Year 5 - add grandparents/grandchild focus

- Opportunities will be developed to encourage the family to share their leisure hours and activities:

  - either together as a family unit (family program), or
  - by scheduling activities and programs so that adults and children can participate in their own programs at the same location and time.

- Facilitation and financial assistance will be available to encourage family programs and events provided by voluntary, non-profit groups.

- Offer programs which are restrictive by skill level rather than by age.

More specific strategies for addressing the needs of each age group are contained in the next section (see SP4-6).

S8. SPECIAL NEEDS WILL BE ADDRESSED

Many Calgarians face barriers to participation as they attempt to satisfy their basic needs through recreation. One of the prime roles of government is to minimize such barriers to ensure equal or fair access to leisure services and opportunities. The needs of both the disabled and the economically disadvantaged will be addressed.

The Department is committed to the development of a continuum of **leisure services for the disabled**, providing an optimal balance between special (segregated) and integrated programs by:

- facilitating physical access to leisure programs and facilities

- providing public awareness to overcome both attitudinal and physical barriers to participation

- training leaders to work with the disabled in both integrated and segregated settings

- working with disabled individuals to encourage first involvements in community programs

- cosponsoring or providing special programs for the disabled to help them function at their desired level of involvement.

The mandate of Calgary Parks & Recreation Department is to make available a broad range of leisure services for all citizens. In keeping with this mandate, the Department's goal is to extend these **services to the economically disadvantaged** by minimizing financial barriers and perceived social barriers. The Department will also endeavour to mitigate other possible barriers to participation such as child care and transportation needs, lack of skills and lack of awareness of recreation opportunities in Calgary.

Services for the economically disadvantaged will be primarily directed at individuals whose income falls below the National Council of Canada poverty lines which may include social assistance recipients, recipients of the guaranteed income supplement, the unemployed and the working poor.

The Department will encourage the economically disadvantaged to access leisure opportunities through the provision of full or partial subsidization of basic leisure programs and services. The Department will also endeavour to work with other agencies and groups to provide leisure services to the economically disadvantaged.

Accordingly, the Department will encourage:

- no admission fees for a number of selected special events and introductory programs organized by Calgary Parks & Recreation throughout the year
- provision of free time at City-operated facilities such as swimming pools, arenas and leisure centres
- subsidization (partial or full) of registration fees for leisure service programs and facility admissions for the economically disadvantaged
- use of free facilities such as parks and natural rinks
- utilization of available grants to support pilot programs aimed at removing barriers to the economically disadvantaged
- special grants, fee-for-service arrangements or cosponsored program assistance grants from the Department to voluntary, non-profit groups providing leisure services to the economically disadvantaged
- working with other Departments of the City of Calgary, Province of Alberta and Government of Canada to jointly sponsor pilot projects for the economically disadvantaged
- development of leisure counselling opportunities.

The Department will work with the Social Services Department to reduce the barriers to participation that the economically disadvantaged may experience, i.e. transportation, child care.

As it becomes obvious that there are groups of citizens who face significant barriers to participation in parks and recreation opportunities, the Department will initiate pilot projects to address their needs within the current budget structure and envelope. Any major initiatives requiring additional funding will be brought to Council for consideration.

Ideally, the Department sees a long range goal of working towards true economic need subsidy rather than subsidy based on age, physical or mental capacity.

S9. ENCOURAGEMENT OF VOLUNTEERISM WITHIN THE CITY SYSTEM

The Department will encourage and incorporate the involvement of volunteers in all aspects of the Calgary Parks & Recreation facilities, programs and services. Volunteerism offers:

- a significant source of community input to City activity
- an opportunity to enhance the quality of City parks and recreation programs and facilities (additional manpower)
- accessibility to unique and specialized skills
- meaningful leisure activity for the volunteer
- opportunities to encourage and develop citizenship and involvement in one's community
- a training opportunity that will enhance the individual's skills and value to the community.

S10. UNIQUE RELATIONSHIP WITH SCHOOL BOARDS

The City of Calgary recognizes the vital role that educational institutions play in the provision of recreation opportunities within the local community and across the City. The Department will engage in a cooperative relationship with both School Boards and all individual schools to enhance and promote the provision of such activities and to pool the resources available to provide maximum benefit to Calgarians.

This relationship will continue to be nurtured in the future with the following objectives in mind:

- to plan and develop school and park sites in response to the needs of school children and the total community
- to ensure full community access to and use of educational facilities when not required by the students or administrative/maintenance activities and to provide the maximum benefit of these facilities to Calgarians
- to ensure school access to City and community facilities
- to plan and operate both children's and adult programs (curricular, extra-curricular, continuing education, and recreational) in a complementary manner
- to ensure that community park and recreation needs are given priority consideration should school buildings and/or open space become obsolete
- to support the Community School system to the extent that they are delivering programs and services relating to the mandate of the Department (see S11)
- to continue to support Leisure Learning Services, a partnership between the Calgary Board of Education, Continuing Education Department and Calgary Parks & Recreation
- to make facilities available to each other on an incremental cost basis.

S11. COMMUNITY SCHOOLS

The Department endorses the Community School concept and recognizes its potential to encourage opportunities for individuals to develop their leisure knowledge and skills, be participants in community action planning, and be involved in the development of leisure programs and services to meet identified community needs. The role of the Department is to provide advice pertaining to recreation needs and program development.

The District Recreation Supervisor is the Department's liaison/representative with the Community School. This includes:

- Membership on any Interim Planning Steering Committee.
- Advising and generating feedback from other sections in the Department on Community School issues.
- If requested, be the Department representative on the Community School Advisory Committee.

The approval of Community School designation for the purposes of Provincial funding will be a matter between the respective School Board and City Council. Council to receive comments and recommendations from Calgary Parks & Recreation as they pertain to the provision of programs/services.

S12. DEPARTMENT ROLE IN COORDINATION

The Department is committed to using all available resources in the most effective and efficient manner possible. As a result it commits to cooperation and coordination both with other City Departments and other agencies/organizations actively involved in the delivery of leisure and park opportunities in Calgary.

The Department will be actively involved in formal and informal coalitions such as the Further Education Council and the Calgary Leisure Forum to ensure full communication and information exchange.

The Department will actively search for and develop opportunities for related agencies to share resources, facilities, program planning and development, and marketing/awareness activities.

S13. INSURANCE/LIABILITY

The Department will continue operation of leisure programs/services as usual, with an ongoing concern for safety and high risk situations.

In order to facilitate volunteer development, the registered volunteer in City programs is an agent of the City of Calgary and is protected as if an employee of the City of Calgary by third party liability.

Non-profit organizations providing and promoting leisure services may be assisted in obtaining insurance, when and if necessary.

Calgary Parks & Recreation will continue to act as a primary resource, through the dissemination of information on insurance/liability matters to the organizations providing leisure services to citizens.

Non-profit organizations with whom Calgary Parks & Recreation cosponsors public programs/services, will be required to carry, if available, reasonable priced insurance. Should such not be available and the City would otherwise normally provide the service, insurance will be sought on a cost shared (not to exceed 50-50) basis within budget constraints.

The primary responsibility for participants' adequate insurance coverage is with the individual's personal homeowners' policy. Secondary responsibility is through the organization's group policy. Calgary Parks & Recreation will pursue individual's awareness of such.

KRA: SP1

KEY RESULT AREA:

IMPLEMENT BASE SERVICE MODEL

To ensure that basic leisure services are available to all age groups strategically located throughout the city.

DIVISION:

LEISURE SERVICES

FACILITIES

OBJECTIVES:

1. To review the Base Service Model with related agencies/organizations within the city in order to increase awareness and improve the model (see Table 3)
2. To ensure that those developing programs using city funds (direct or cosponsored) place a priority on the basic services - beginning in 1988.
3. To utilize the Base Service Model annually to evaluate the effectiveness of the leisure service delivery system.

ACTION STEPS:	**APPROX. COST:**
1. Form or continue with interagency task force(s) or network system(s) to evaluate and improve the model throughout 1988/89.	*
2. To inventory the programs/opportunities which serve as base level seasonally in order to identify areas of need.	$ 45,000
3. To modify "end of session" reporting procedures to monitor extent to which "base services" are being provided beginning January, 1988.	$150,000

PERFORMANCE INDICATORS:

1. Increased program service available to age groups traditionally underserved (e.g.; teens, adults, family).
2. Improved geographical accessibility (more convenient program locations).
3. Basic, most common needs met before minority interests served.

See Base Service Guidelines and Appendix O.

KRA: SP2

KEY RESULT AREA:	**DIVISION:**
ECONOMICALLY DISADVANTAGED To ensure that the economically disadvantaged enjoy access to the basic programs and services offered or facilitated by Calgary Parks & Recreation.	LEISURE SERVICES

OBJECTIVES:

1. Improve promotion and public awareness of relatively inexpensive forms of leisure activities such as walking pleasure skating, field games and casual park use.
2. Continue to provide full or partial subsidization of program fees and facility admissions for the economically disadvantaged.
3. Provide an increased number of free special events and introductory programs in low-income communities.
4. Establish a networking referral system amongst those agencies and organizations who offer recreation programs and services to the economically disadvantaged.
5. Provide support to established organizations, who have proven ability in programs and services for the economically disadvantaged, where a special need has been substantiated, and the organization is providing a service which would normally be a responsibility of Calgary Parks & Recreation.
6. To consider the barriers to participation and take steps to minimize, i.e. transportation, equipment availability, child care.

ACTION STEPS:	**APPROX. COST:**
1. Identify low-income communites that should receive special attention in programs and services.	*
2. Identify agencies and organizations who serve predominantly economically disadvantaged clients and develop an inventory of the programs and services they provide for distribution.	$10,000 (1989)
3. Continue to pursue Burns Memorial Funds and other sources to support subsidization of program fees.	$10,000 (1989)
4. Develop an internal mechanism to ensure continued subsidization of children's program fees should outside funding not be available (ie. set aside a percentage of spaces in program registration for the economically disadvantaged, limit access to basic level of support on an annual basis per participant).	*

5. Work with the Facilities Division in development of a pass (voucher) system and where necessary assist in staff orientation and training.	*
6. To work with Social Services to minimize the transportation and child care barriers to participation for the economically disadvantaged.	*
7. To work with the Facilities Division in their efforts to establish an equipment loan program in facilities located in low income areas.	*

PERFORMANCE INDICATORS:

1. Increased participation rates for low income Calgarians.
2. 10% increase in overall program participation rates.
3. Improved awareness and response to activities in leisure programs and events.

See Goals 2 and 5, Policies F2 and S8, Appendices H and N.

KRA: SP3

KEY RESULT AREA:

NEEDS OF WORKING AND SINGLE-PARENT FAMILIES

To ensure that recreational programming is scheduled to address the needs of the 'latch-key child' wherever demand permits.

DIVISION:

LEISURE SERVICES

FACILITIES

OBJECTIVES:

1. To work with schools, parent groups and other leisure/social service agencies to develop a system of community-focused, "before school, lunch and after school" leisure programs.
2. To develop program opportunities particularly suited to the needs of the two working parent families, the single parent and separated families (e.g.; weekend parent and child activities).

ACTION STEPS:	**APPROX. COST:**
1. For area recreation staff and facility staff to jointly review the scheduling of their programs and opportunities and to revise where necessary to ensure seven days-a-week opportunities with offerings during the day and evening (e.g.; Parent and Tot programs offered evenings and weekends as well as during the day), on an on-going basis.	*
2. For the Department, with an interagency group, investigate the development of "leisure opportunity awareness passport" with ideas and coupons to help parents to become more aware of opportunities that exist, by Spring 1988.	*
3. For the Department to meet with the various volunteer organizations committed to the children of single parent families, yearly, to discuss how the Department could assist them.	*

PERFORMANCE INDICATORS:

1. Increased family participation in leisure activities.
2. Increased child participation in leisure activities before, at lunch and after school.

For more information see Appendix O.

KRA: SP4

KEY RESULT AREA:	**DIVISION:**
ADULT FOCUS To give additional emphasis to the needs of an increasingly adult (aging) society.	LEISURE SERVICES

OBJECTIVES:

1. To use the Further Education Council (F.E.C.) more effectively.
2. To ensure that programs meeting the needs/wants of the adult age groupings are available.
3. To develop and implement an effective marketing strategy which meets the needs of Calgary's adult leisure providers and clients.
4. To place emphasis on leisure education.

ACTION STEPS:	**APPROX. COST:**
1. Department representatives to encourage/ facilitate an in-depth review of the role and mandate of the F.E.C. by the Fall of 1988.	*
2. Do market research on the most effective methods of marketing adult leisure opportunities by fall 1989.	$3,000 (1989)
3. Provide agency and Parks & Recreation staff with training opportunities on how to effectively promote programs/services, yearly.	*
4. Develop a handbook on "how to incorporate a leisure education component in all programs".	Dependent upon funding KRA:SP10
5. Provide pre-retirement programs with a "leisure education" component by December 1989.	$20,000 (1989)

PERFORMANCE INDICATORS:

1. Increased adult participation in leisure activity.

See Goal 2, Policies S1 and S7, Appendices G, H and O.

KRA: SP5

KEY RESULT AREA:	**DIVISION:**
YOUTH FOCUS To develop quality youth programs that meet the needs and interests of youth.	LEISURE SERVICES

OBJECTIVES:

1. To regularly review and evaluate existing research, and where necessary to conduct research into local needs, interests and trends with respect to leisure/recreation opportunities/services to youth.
2. To encourage and facilitate the involvement of youth in the development, planning, implementation, and evaluation of youth programs (youth-directed).
3. To ensure that there is a high quality of leadership in all youth programs.
4. To increase involvement and participation of youth, both male and female, in leisure/recreation opportunities/services.

ACTION STEPS:	**APPROX. COST:**
1. For the Department to yearly update the market research done and distribute it to all leisure providers.	$5,000
2. To develop and implement training programs needed to develop excellent quality facilitators and leaders for youth programs by May 1989 and then on-going.	$8,000
3. To provide leadership training programs for youth that develop the skills and confidence required to work as volunteers or staff in the community.	*
4. To develop and implement a marketing strategy that appeals to today's youth in 1988. Train staff accordingly.	*
5. Develop leisure education programs for youth, in cooperation with schools and other community agencies.	*
6. An interagency task force develop criteria to be used in selecting facilitators and leaders of youth.	*

PERFORMANCE INDICATORS:

1. Increased involvement of youth in leisure activities.
2. A higher percentage of programs planned and operated by youth for themselves.

See Goal 2, Policies S1 and S7, Appendix O.

KRA: SP6

KEY RESULT AREA:	**DIVISION:**
FAMILY RECREATION	LEISURE SERVICES FACILITIES
To increase the number and utilization of family leisure opportunities in and around the City.	

OBJECTIVES:

1. To encourage inter-agency cooperation in family recreation.
2. Develop a 5-year strategy that gradually encompasses each major family market segment (Yr. 1 - the 2 parent family; Yr. 2 - special emphasis on families with pre-schoolers; Yr. 3 - single parent families; Yr. 4 - families with teens/youth; Yr. 5 - add focus on grandparent/grandchildren).
3. Encourage each leisure service agency in Calgary to increase the emphasis currently placed on family recreation.

ACTION STEPS:	**APPROX. COST:**
1. For the Department by Spring 1988 facilitate the formation of an interagency family recreation task force.	*
2. To form a Departmental task force on family to develop a 5-year strategy that gradually encompasses each major family market segment, by December 1988.	*
3. For the Department to yearly update the market research done and distribute it to all leisure providers.	*
4. Earmark a minimum percentage of cosponsored funds for family programming by December 1988.	*

PERFORMANCE INDICATORS:

1. Increased family opportunities and participation.
2. A contribution to family stability (difficult to measure).

For more information see Appendix O.

KEY RESULT AREA:

ADDITIONAL EMPHASIS ON ARTS/CULTURE

To work towards increased emphasis on art/cultural programming.

DIVISION:

LEISURE SERVICES

FACILITIES

OBJECTIVES:

1. Aggressively market current art centre opportunities.
2. Increase the % of community programs that have arts/cultural components.
3. Ensure that the arts remain an important feature of the ongoing Winter (Olympic) Festival.
4. Program the Olympic Plaza with emphasis on the arts.
5. Work towards an annual Children's Festival and a Summer Arts Festival.
6. To support as required the Calgary Visual Arts Board (C.V.A.B.) and its committees.

ACTION STEPS:	**APPROX. COST:**
1. Review organization of arts/cultural services within Department to ensure optimal use and coordinating of available resources by December 1988.	*
2. Evaluate value of including 'culture' in the Department name by December 1988.	*
3. Cosponsor Childrens' Festival and participate in providing on-site recreation, cultural activities - initial year 1987.	$30,000
4. Implement Olympic Plaza program in cooper-with Mall Authority, 'The Centre', the Glenbow, Library Board, etc.	$80,000
5. Provide support for the Olympic Art Festival.	* external funding ($35,000)
6. Provide support services and park access at incremental costs to non-profit festival sponsors.	$15,000
7. Upgrade performance/festival facilities at Prince's Island Park.	*
8. Participate in collective planning involving other agencies, Calgary Tourist and	$10,000 (1990)

Convention Bureau and festival sponsors to coordinate and promote arts and cultural festival activities.	
9. Prepare information package on Calgary Region Arts Foundation (C.R.A.F.), Calgary Allied Arts Foundation (C.A.A.F.), Calgary Visual Arts Board (C.V.A.B.) and its committees.	$3,000 (1990)
10. To provide full support to C.V.A.B. and it's committees.	$50,000

PERFORMANCE INDICATORS:

1. Increase participation and recovery rates at the art centres.
2. Increased number of community-based arts/cultural programs.
3. Increased awareness of and participation in arts activities.

See Appendix H.

KRA: SP8

KEY RESULT AREA:	**DIVISION:**
RECREATION AND SOCIAL PROBLEMS To expand the Department role in addressing social problems through provision of recreation services.	LEISURE SERVICES

OBJECTIVES:

1. Increase emphasis on programs that have social and leisure education potential.
2. To work with appropriate agencies to develop programs specifically for alienated youth, isolated seniors, single-parent families.
3. To plan and schedule activities that are relevant to the needs and interests of the unemployed.
4. To work with Social Services Department to increase access to public recreation opportunities for their clients or to develop special programs relevant to their needs.
5. To work with agencies interested in alcohol and drug abuse with the intent of developing appropriate preventive and therapeutic recreation programs.

ACTION STEPS:	**APPROX. COST:**
1. In 1988, to conduct a review of therapeutic and preventive recreation programs offered by social service and leisure service agencies across the country (to gather ideas and test effectiveness).	*
2. Survey with Social Services and the Boards of Education to identify areas of high truancy and drop-outs by December, 1988.	*
3. Develop mini-community schools (cosponsored) in problem areas - one per year 1989-92.	$25,000
4. Develop appropriate information/education packages for social service clients by June 1989.	$20,000
5. Introduce leisure education programs into leisure learning portfolio by Sept. 1989.	Dependent upon KRA: SP10
6. Initiate discussions with groups such as Uncles at Large, Big Brothers, Parents Without Partners, etc. to determine the need for targeted programs by December 1988.	*
7. Initiate discussions with groups such as AADAC to determine the extent of need for recreation programs targeted at drug and alcohol abuse by December 1988.	*

PERFORMANCE INDICATORS:

1. Mini-Community Schools in operation.
2. Education packages developed and distributed.
3. Leisure education programs successfully integrated.

* See Goal 6, Appendices H and N.

KRA: SP9

KEY RESULT AREA:	**DIVISION:**
INTER-AGENCY COMMUNICATION AND COOPERATION	LEISURE SERVICES
To increase communication and cooperative approaches among leisure service providers in the City of Calgary.	

OBJECTIVES:

1. To increase level of Department involvement in the Further Education Council (F.E.C.).
2. To evaluate value of the Leisure Forum approach in addressing leisure issues, trends, etc.
3. To utilize interagency working groups to address the needs of each age and client group (see Appendix 15).

ACTION STEPS:	**APPROX. COST:**
1. To re-evaluate the Department's representation on the F.E.C. and assign representation from the various sections of the Department by January 1988.	*
2. Department representatives to encourage an in-depth review of the role and mandate of the F.E.C. by the winter of 1988.	*
3. The Department to encourage/facilitate an in-depth review of the role and activities of the Leisure Forum by the Fall of 1988.	*
4. The Department to address and facilitate through interagency working groups the needs of each age or client group by 1989.	*

PERFORMANCE INDICATORS:

1. Reduction of undesirable service overlap or competition.
2. Enhanced ability of system to comprehensively address basic leisure services (see Base Service Model - Table 3).
3. Coordinated marketing approaches (research/needs identification, product development, promotion, evaluation).

See Goal 2, Policies F11-14 and S2, Appendix O.

KRA: SP10

KEY RESULT AREA:	**DIVISION:**
LEISURE EDUCATION To acquaint Calgarians with the significant role that leisure can play in their lives and to introduce available opportunities/services.	LEISURE SERVICES

OBJECTIVES:

1. To develop an interagency 'leisure awareness' program.
2. To increase the number and range of easy-entry, "try it you'll like it" opportunities.
3. To develop leisure exploration programs for all ages that explore values/interests and experiment with a number of different activities.
4. To work closely with the school boards to ensure that lifetime leisure skills and leisure education are taught; and to facilitate access to Calgary Parks & Recreation and community facilities.
5. To develop and pilot leisure education and leisure counselling programs/services to be offered on their own or as part of current programs.

ACTION STEPS:	**APPROX. COST:**
1. To complete a needs assessment, to be completed by 1989.	$ 1,000
2. To facilitate the formation of an interagency task force to investigate cooperatively developing a 'leisure awareness program by 1989.	*
3. To develop and pilot leisure education leisure counselling and leisure exploration programs for all ages by December 1989.	$40,000
4. To give priority to cosponsored introductory, "easy-entry, try-it-you'll like it" opportunities as identified in the Base Service Model beginning in 1988.	*
5. To work with the school boards to develop a credit system for junior and senior high student participation in specified, approved leisure programs starting as a pilot project the 1989-90 school year.	Dependent upon funding from Step 3
6. Set up a Leisure Education Task Force to develop a Leisure Education Curriculum Kit for grades K-12, to be implemented throughout the school curriculum. To develop a 5-year strategy that gradually encompasses each grade beginning with an ECS curriculum Kit to be completed and available for the 1990-95 school years.	$55,000

PERFORMANCE INDICATORS:

1. Increased participation by all in leisure activities.

See Goal 2, Policy S5 and Appendix O.

KRA: SP11

KEY RESULT AREA:

SHIFT GRANT EMPHASIS - STRONGER LINK TO CITY PRIORITIES

To ensure that public grant funds are used in the best interests of the majority of Calgarians.

DIVISION:

LEISURE SERVICES

OBJECTIVES:

1. Evaluate whether to move towards linking Community/Recreation and Cultural (C/RC) and City capital funding to priorities identified by the general public (e.g.; see Appendix H).
2. To firmly link 25% City capital grants to projects which are within the Department's five year capital plans.

ACTION STEPS:	**APPROX. COST:**
1. Resurvey in more detail the general public to determine whether CR/C evaluation criteria should be revised to take into account priorities identified by the general public.	*
2. Identify the 1986 Facility and Open Space Standards, capital projects eligible for 25% funding to the staff and community groups, and establish timelines for addressing potential grants to community projects in keeping with the budget process.	*

PERFORMANCE INDICATORS:

1. Number of Community Organizations who get involved in projects from 5 year capital plan.
2. More projects funded based on public preference and support.

See Appendix H.

KRA: SP12

KEY RESULT AREA:

RATIONALIZATION OF LEASES & AGREEMENTS

To relate the level of public subsidy inherent in a lease or license agreement to the extent of public service provided by the group.

DIVISION:

LEISURE SERVICES

OBJECTIVES:

1. To develop additional policies under the Social/Recreation Lease Policy which tie the lease or agreement subsidy to the economic need of the organization, the extent of public service and the relationship of this service to responsibilities normally assumed by the City.
2. To renew all leases/licenses in accordance with the revised Social/Recreation Lease Policy.

ACTION STEPS:	**APPROX. COST:**
1. Implement approved leases and agreements policy beginning 1988.	*
2. Computerization of leases/licenses and other agreements by December 1989 as to annual requirements.	$5,000 (1989)
3. Complete all outstanding leases/license renewals by December 1989.	*

PERFORMANCE INDICATORS:

1. Modified lease policy presented to Parks & Recreation Board by September, 1987.
2. All leases/license data on computer and system in place to update, renew and monitor related activity by December 1988.

See Goal 7, Policies S2 and S3 and Appendix W.

KRA: SP13

KEY RESULT AREA:	**DIVISION:**
VOLUNTEER AND COMMUNITY LEADERSHIP DEVELOPMENT To assist community organizations to become more autonomous by providing training support and resources to volunteers and paid staff.	LEISURE SERVICES

OBJECTIVES:

1. To offer training and/or support to communities on how to manage their human resources, programs, and facilities.
2. To plan and organize an annual conference for community organizations.
3. To assist the volunteer boards of community organizations to operate more effectively.
4. To develop a "train-the-trainer" program for leaders working with youth.
5. To liaise with other youth organizations, schools, etc. in providing youth leadership development programs.
6. To develop and promote a placement system for youth to gain work experience through volunteering.

ACTION STEPS:	**APPROX. COST:**
1. To administer a needs assessment to determine what community organizations perceive to be their training needs.	*
2. To identify the roles and effectiveness of various organizations in providing training opportunities to recreation personnel.	*
3. To catalogue and distribute these findings (as above).	*
4. To strike an organizing committee with representation from Leisure Services division, Federation of Calgary Communities (F.C.C.) and other umbrella organizations for the purpose of organizing the community conference.	$10,000 - $15,000 annually
5. To evaluate the training opportunities offered by the F.C.C.	*
6. To encourage the F.C.C. to play an active role in the promotion and coordination of the Skills Program for Management Volunteers.	*

7. To maintain a core group of trained Leisure Service Staff in the six modules of the Skills Program.	*
8. To cooperate with schools to provide youth with volunteer and leadership development opportunities.	*

PERFORMANCE INDICATORS:

1. Additional recreation leader training opportunities.
2. Expanded community involvement in recreation programming.

See Goal 7, Policy S3 and Appendix O.

KRA: SP14

KEY RESULT AREA:	**DIVISION:**
COMMUNITY DEVELOPMENT To continue present emphasis on facilitation and community development strategies.	LEISURE SERVICES

OBJECTIVES:

1. Continue to assist and develop partnerships with non-profit groups interested in providing recreation opportunities for Calgarians.
2. Encourage non-profit groups to assume responsibility for capital projects assigned high priority by the City - projects that might otherwise have been developed and managed by the Department.
3. Continue to encourage community associations and organizations to offer summer programming for children and youth.
4. See SP1, SP2, SP8, SP9, SP13.

ACTION STEPS:	**APPROX. COST:**
1. Actively pursue project development with community groups on an annual basis (cosponsored 25% City, 50% CRC, 25% community) which are identified priorities of the Department.	*
2. Negotiate and evaluate staff secondments to umbrella organizations (e.g.; F.C.C., Minor Sports).	$10,000

PERFORMANCE INDICATORS:

1. Number of community organizations involved in recreation programming to continue to increase.
2. Quality of programming by voluntary sector to continue to increase.

See Goal 7, Policy S2/3 and Appendices L and M.

KRA: SP15

KEY RESULT AREA:	**DIVISION:**
COSPONSORED AND INDIRECT PROGRAMS To encourage a broad range of voluntary groups/organizations to become involved in the sponsorship of community programs.	LEISURE SERVICES

OBJECTIVES:

1. To stimulate a wide range of local voluntary, non-profit groups to take advantage of City facilitation services (see Policies S2 and S3) and begin to serve the leisure interests of their communities.
2. To ensure that City cosponsorship program funds are used primarily for initial or pilot programs offered by a group ororganization (e.g.; to initiate rather than maintain services).

ACTION STEPS:	**APPROX. COST:**
1. Implement cosponsorship policy through Recreation Supervisors during 1988-89.	*
2. Evaluate and review as necessary by September 1988.	*

PERFORMANCE INDICATORS:

1. Growth in related programming by voluntary groups and a net increase in programs available to the public.
2. An increase in the number of groups offering leisure services to the public.
3. Voluntary groups (not necessarily community associations) actively providing leisure services in all geographical areas of the city - all communities served.

See Goal 7, Policies S2 and S3 and Appendix W.

KRA: SP16

KEY RESULT AREA:	**DIVISION:**
OLYMPIC LEGACY To take full advantage of the Olympics as a catalyst for winter outdoor recreation, sport and arts/cultural activity in Calgary.	LEISURE SERVICES

OBJECTIVES:

1. Ongoing community programming of the Olympic Plaza (see PP12, FP9).
2. To use advisory and program grant services to stimulate local winter programming (both related to the annual Winter Festival and independent).
3. To encourage community development and maintenance of outdoor rinks, cross-country skiing and naturabahn opportunities.
4. To establish the framework for an ongoing Winter Festival in Calgary.
5. Develop and market opportunities for Olympic volunteers to transfer their energies to ongoing leisure services after 1988.

ACTION STEPS:	**APPROX. COST:**
1. Establish an Olympic Plaza Program Committee with representation by all interested agencies to plan and coordinate active use of the Plaza.	*
2. Develop a marketing plan to encourage winter recreation and participation (Sport Council).	*
3. Promote the Adopt-a-Rink Program as a means of establishing additional outdoor skating opportunities.	*
4. Involve the Chamber of Commerce, Calgary Tourist and Convention Bureau, and Stampede Board in the planning and implementation of an ongoing winter festival for Calgary.	*
5. Develop plan and strategy for recruitment of Olympic volunteers (after Games) by June 1988.	*
6. Dedicate a specific % of cosponsored program funds for winter outdoor programming by January 1988.	*

PERFORMANCE INDICATORS:

1. Full community involvement in winter activity (community association) sport groups and arts/cultural/ethnic groups).
2. An ongoing, successful Winter (Olympic) Festival involving both community and city-wide functions.

See Goal 9, PP12 and FP9.and Appendix Mr

KRA: SP17

KEY RESULT AREA:	**DIVISION:**
RESEARCH AND DEVELOPMENT	LEISURE SERVICES
To utilize the Department's research and marketing capabilities to update and provide information on needs, participation and innovative approaches.	PLANNING

OBJECTIVES:

1. To maintain information files on each age group and each major recreation product for use by all interested agencies (see Appendices O and R).
2. To conduct additional research as required to address priority service issues facing Calgary's leisure service and park agencies.
3. To conduct ongoing market research and service evaluations with the goal of constantly improving the product offered.

ACTION STEPS:	**APPROX. COST:**
1. To update and distribute the market research done to all leisure providers on a yearly basis.	*
2. To communicate with the interagency task force for each client group as to their research needs or endeavors on a regular basis.	*
3. To do market research on the most effective methods of developing leisure awareness by 1989.	*
4. To provide up-to-date information on marketing for each of the client groups, to all interested leisure providers. To be updated yearly beginning in 1988.	*

PERFORMANCE INDICATORS:

1. Yearly updated versions of Lifecycle Leisure Manual.
2. Increased participation by all age groups in leisure activities.
3. Effective marketing plans for each client group.

* See Goal 2, Appendices O and R.

KRA: SP18

KEY RESULT AREA:	**DIVISION:**
DIVISIONAL MARKETING EFFORTS	FACILITIES
To better meet the demand for leisure services and programs through more effective marketing efforts.	MARKETING

OBJECTIVES:

1. To develop and utilize the new Calgary Parks & Recreation image as it becomes available beginning 1988.
2. To develop a marketing plan of action for specific target markets in the Spring of 1988.
3. To further develop the Department internal marketing support system in the Spring of 1988.
4. To encourage and develop cooperation with other divisions and organizations in order to realize marketing objective on an ongoing basis.

ACTION STEPS:	**APPROX. COST:**
1. Establish a list of guidelines for the use of the department image by Winter, 1988.	*
2. Select one major target group each fall and have the Marketing Committee propose strategies to meet the needs and desires of that market.	*
3. Work with the Marketing Section to stage workshops and presentations for the staff on marketing concepts and methods.	*
4. Set up a meeting with the marketing representatives of all Operating Divisions and other leisure service organizations to to discuss possible cooperative opportunities by Spring, 1988.	*

PERFORMANCE INDICATORS:

1. Development of a public awareness that leisure services, opportunities and programs are part of a quality Parks & Recreation supply system.
2. Number of program consumers from the selected target market increased.
3. Quality and number of successful programs increased.
4. Advertising and promotional costs reduced on a per capita basis.

KRA: SP19

KEY RESULT AREA:	**DIVISION:**
DEPARTMENT VOLUNTEER OPPORTUNITIES To ensure the provision of quality volunteer opportunities to the public at large for the purpose of enhancing and expanding the services provided by the Department.	LEISURE SERVICES

OBJECTIVES:

1. To ensure a quality versus quantity emphasis in the direction of volunteers use in the Department - consideration of resources available to support an anticipated increase of use of volunteers in the Department.
2. To ensure Calgary Parks & Recreation staff using volunteers are equipped to handle the ensuing responsibilities.
3. To ensure full support services are available to volunteers to assist them in their volunteer efforts.
4. To provide support and resource to the societies in the management of their volunteer programs.

ACTION STEPS:	**APPROX. COST:**
1. To promote awareness of Volunteer Services through the Department by: o writing 2 issues of Teamwork Times per calendar year. o writing an article on Volunteerism in at least 4 Time Out Newsletters per calendar year. o increase and update Volunteer Resource Library and make it accessible to Department staff.	*
2. To develop and implement an effective recruitment strategy by April 1988.	*
3. In conjunction with Leadership and Staff Development, develop a clearly outlined Roles and Responsibilities Plan for the purpose of staff and volunteer training by April 1988.	*
4. Continued involvement with Fine Option Program participants in facilities and programs where appropriate. Evaluate on a regular basis the utilization and satisfaction with the program.	*
5. Continuation of Staff/Volunteer Recognition program in place by September 1988 at maximum cost of $9,500/annum to the Department (volunteer component only).	*

6. To clarify and resolve the status of Workers' Compensation and volunteer indemnification for Calgary Parks & Recreation volunteers.	*

PERFORMANCE INDICATORS:

1. Regular communication to staff and volunteers.
2. Annual implementation of a city-wide recognition program for staff and volunteers.
3. Recruitment strategy in operation by 1988.

KRA: SP20

KEY RESULT AREA:	**DIVISION:**
RISK MANAGMENT	LEISURE SERVICES
To ensure City programs and services and community organizations are aware of and are adequately covered by insurance for liability.	FACILITIES

OBJECTIVES:

1. To ensure organizations providing recreation services and programs are aware of their responsibilities for risk management insurance coverage and liability.
2. To work with and encourage insurance agencies and the Provincial government to address issues relative to insurance and liability.
3. To provide the public with awareness of their personal responsibility to risk management.

ACTION STEPS:	**APPROX. COST:**
1. Provide information and workshops on current liability, insurance issues as required.	*
2. Ensure groups/involved in providing programs/service agencies in partnership with the Department have adequate coverage for the activities they are involved in.	*
3. To support, where appropriate efforts to legislate the limiting of liability for volunteer organizations.	*
4. Support the formation or provision of group coverage (i.e.; FCC for community associations).	*
5. Ensure participants in City programs are aware of their personal responsibility for primary coverage through their own homeowners policy.	*
6. Change registration forms to reflect the above.	*

PERFORMANCE INDICATORS:

1. Current information available to volunteer organizations and agencies.
2. Public aware of responsibility relating to insurance and liability coverage.

Part 7

Societies

PART 7: SOCIETIES

INTRODUCTION

Six societies are associated with the Calgary Parks & Recreation:

- the Calgary Zoological Society
- the Fort Calgary Preservation Society
- the Heritage Park Society
- the Lindsay Park Sports Society
- the Alberta Science Centre Society and
- the Parks Foundation Calgary.

In each case, the society and City are bound by an operating agreement and the society assumes partial or full responsibility for a facility located or licensed on land leased from the City. Capital developments over the years have been supported by public funds (City and Province), private foundations, individual donations and operating revenues.

Surveys have shown that Calgarians are extremely proud of and pleased with the special facilities that have resulted from society initiatives (see appendices H, I and J). The capabilities of each organization increase yearly as new responsibilities are assumed, plans and strategies develop, and personnel (volunteer and paid) gain experience. The Zoo and Heritage Park serve as models for the other maturing organizations in relation to their degree of operating autonomy. Calgary Parks & Recreation, as a result, is committed to a policy of encouraging each society to assume as much responsibility as possible for both the operation and development of their facility (within the terms of the operating agreement).

The statements that follow have been submitted by each society. They are intended to summarize plans, priorities and strategies that will guide activity over the next five years.

FORT CALGARY PRESERVATION SOCIETY

Overview

Situated on a 40 hectare park at the confluence of the Bow and Elbow rivers, Fort Calgary provides citizens of Calgary and visitors with an opportunity to learn the history of the N.W.M.P. and the original fort. It provides an opportunity to observe the history and growth of the city as well as the ecology of the Fort's natural prairie setting. The Fort strives to encourage an appreciation of the site's significance in Calgary's history and its ecology through the use of interpretive programs, exhibits and multi media presentations. The Site and Interpretive Centre, through both human and technical resources, preserve and disseminate information on Calgary's past. The Interpretive Centre is open every day in summer from 10:00 a.m. to 6:00 p.m. Winter days are Wednesday to Sunday.

The Deane House, built for Captain R. Burton Deane in 1906, is a major building left from the era when the mounted police occupied the Fort Calgary site. Located on the Elbow's east bank, this registered historic structure was recently restored and has become a vital part of the Fort Calgary interpretive program, as well as operating as a unique Tea Room. The Deane House will be open from 11:00 a.m. to 6:00 p.m. from Wednesday to Sunday, all year round. Light lunches and High Tea are lovely refreshments after a tour of the house.

The Hunt House is a small log building of uncertain origin situated in the back of the Deane House. At present, the F.C.P.S. is exploring the different possible options by which to interpret the cabin. This study is done in collaboration with Alberta Culture.

Activities

- Special Events
- School Programs
- History & Natural History Courses
- Kid's Theatre
- Recreational Programs
- Tours

Priorities

Improving upon the Fort Calgary attendance is a major thrust outlined by the Board of Directors. Nineteen eighty seven has been designated by the Board as a planning year. Some of the strategies to be investigated in addition to capital works plan include:

- Market analysis to increase attendance.
- User fees and membership benefits.
- Financial strategies leading to more independent operation.
- Program development to better meet public interest.
- Improve efficiency and quality of public services.

Fort Calgary Five-Year Capital Budget

	1986	1987	1988	1989	1990	1991	Long Range
Deane House -City -Soc.	 $188,696 $ 80,500	Kitchen/Bsmt. $50,000					Painting $50,000 $5,000
East Bank -Soc. Landscaping -City	$21,750 $21,750		$1,500 $1,500	$1,500 $1,500	$1,500 $1,500	$1,500 -$1,500	On-Going
Landscaping -Soc. -City	Planting $37,500 $37,500		East Bank. & 8th Ave. Gate $24,000 $24,000	Goose Island & Signs $25,500 $25,500			On-Going
Stables -Soc. -City		Feas. Study $7,500 $7,500	Design $15,000 $15,000	Construction $150,000 $150,000			
Interpretive-Soc. -City		Upgrading Foyer Area $5,000 $5,000	Upgrading Offices $10,000 $10,000	New Display Area $75,000 $75,000			Additions as permaster plan $1,000,000
Future -Soc. Projects -City		Audio-Visual Equipment $15,000 $15,000		Viewing Tower $15,000 $75,000	Fort Site $75,000		
Hunt House -Soc. -City						$15,000 $15,000	
Footbridge -Spent -Soc. -City	 Items Tabled						Construction $500,000
Total -Soc. -City -Spent -Left	$248,146 $139,750 $316,010 $71,886			$267,000 $267,000	$76,500 $76,500	$16,500 $16,500	

LINDSAY PARK SPORTS SOCIETY

Overview

Lindsay Park Sports Centre is dedicated to Dr. Lindsay and commemorates his legendary service as a physician and former alderman. The Sports Centre is built in the vicinity known as Lindsay Park, the Park Hill district which Dr. Lindsay had owned and lived in for many years. The facility was opened in September 1983 to host the Western Canada Summer Games and continued on to provide first class training and recreational opportunities to all Calgarians.

Lindsay Park Sport Centre is run by a volunteer Board of Directors comprised of representatives from the Aldermanic Offices, Calgary Parks & Recreation, two (2) community associations, one (1) Minor Sports, four (4) dry land sports, five (5) aquatic sports, and the school boards. The responsibility of the Board is to oversee and direct the management and operation of the Centre for the following purposes:

- For a training and a competition facility for the athletes of Calgary in their respective dry land and aquatic sports.
- To serve the general recreational and fitness needs of the inner city communities, the downtown business people and the general public of Calgary.
- To establish policy, scheduling and user fees to encourage the ongoing use of the Lindsay Park Sports Centre.
- To carry out the policies as established in the bylaws of the Society and in accordance with the agreement with the City of Calgary in furtherance of the aforementioned objectives.

Operating Agreement

The Lindsay Park Sports Society has an operating agreement with the City of Calgary that allows for a financial contribution from the City which is established on a yearly basis by Council. The agreement allows for the Society to realize 100% of the deficit or surplus for 1987 and future years. It is understood a new agreement will be reached by June 1988 which addresses both the capital and operating requirements of the centre for at least 5 more years.

Currently all revenue and donations to the Society shall be used exclusively for the operation and capital improvement of the Centre.

All capital requests and improvements are subject to the approval of City Council.

Five (5) Year Objectives

- To revise and have approved a new Operating Agreement by June 1988 that recognizes:
    - The Society will maintain/cover 100% of the operating surplus/deficit over or under a fixed subsidy approved yearly by City Council.
    - That a special account be kept for fund raising and donation dollars that protects the intent of the donor who may contribute to: special capital projects or training and competition costs at Lindsay Park for the elite athlete (i.e. Olympics) or for unexpected/additional operating maintenance costs.
    - A 5 year Capital Budget Program with clarity around tax subsidy and Lindsay Park contributing in the operating budget.
    - That the Lindsay Park tax subsidy will be reduced by 5% per year after 1987 given as follows in 1986 dollars:

1986	- $660,000	1989 (5%<)	- $595,650
1987 (2%>)	- 660,000*	1990 (5%<)	- 565,867
1988 (5%<)	- 627,000	1991 (5%<)	- 537,574

NOTES:* 1. 1987 includes 1 1/2 month total facility shutdown due to floor replacement and pool renovations (tiling or repainting).

2. Inflation must be calculated separately and added to the above figures.

3. The objective after 5 years (1991) is for LPSC to recover 65% of operating costs which would be $1,112,426 of a $1.7 million operating budget.

4. This objective can be realized, given we maintain our current ratio of training groups to public users which is approximately 60% training (prime time) and 40% public.

- Capital Improvements To 1990

    The Lindsay Park Sports Society is undertaking a "Facility Improvement Plan to 1990" which will outline:

    - Prioritized needs and preferences of the training athletes and public users as they relate to the mandate of the facility, and the City of Calgary as a whole.
    - A detailed description of the need including specifications and drawings.

- Cost analysis of each item with specifics on architectural, mechanical, structural, electrical, aesthetics and environmental.

- Cost benefit analysis/payback period/on-going operating costs.

- Marketing alternatives and recommendations with usage statistics.

o The LPSC has proposed a capital cost-sharing venture with the City of Calgary for the Physiotherapy Centre as a result of the funds received from the Western Canada Summer Games.

Overview of Capital Improvement Possibilities

Potential Capital - The Lindsay Park Sports Society will continue to actively pursue extra fund-raising dollars in addition to the City Budget process to support capital improvements from areas like OCO 88, Western Canada Summer Games and projects like the "Sports in Action" Photography Mural Sponsorship Program.

The following link summarizes the full year capital forecast (estimated in 1987 dollars).

Capital Project	**Estimated Cost**	**Timeline**
Lindsay Park Admin office space (N. End)	$ 90,000.00	1988
Separation of Users between Concourse & Track	$ 100,000.00	1988-89
Physiotherapy Centre	$ 800,000.00	1989-90
Track Mondo Replace and Upgrade	$ 200,000.00	1990-91
Multi-purpose/Admin office, area for users/LPSC/Physio	$1,000,000.00	1991-92
Tiling of 50M Pool & Dive Tank	$ 250,000.00	1992

ALBERTA SCIENCE CENTRE SOCIETY

Overview

The Centennial Planetarium opened to the public on July 1, 1967 as the Centennial of Canada project of the City of Calgary and surrounding municipalities. Since that date more than 2 million visitors have attended a variety of programs and events in the Star Chamber, the Pleiades Theatre, the museum and Science Centre displays, yet the Planetarium complex is still evolving. The Alberta Science Centre Society was formed and an operating agreement will be finalized by the end of 1987.

An important aspect of this evolution was the amalgamation of the Centennial Planetarium and Pleiades Theatre Society and the Alberta Science Centre Society. Under broader philosophical guidelines relating to innovative programming and future development, the Planetarium facility now offers integrated, unified programs to school and related groups, a contemporary sales shop operation, and has adopted a long-range display and exhibit plan.

Mandate
(Centennial Planetarium Complex)

On July 27, 1981, the Council of the City of Calgary as the ultimate authority governing the functions of the Centennial Planetarium Complex, reaffirmed the philosophy and purpose of the facility.

This mandate is filed in Clause (CS81-42-1)

Role

- The operation must provide enjoyment for the greatest number of people of all ages.
- The operation must be non-profit.
- Lectures and demonstrations must form an everyday part of the activities.
- Activities must center on interests developing the mind, and on practices promoting the spirit.
- The Planetarium is to be the first stage of development with a hall of sciences and a youth recreation centre to follow.

Statements of purpose

Star Chamber

- To offer a variety of shows explaining astronomy and related sciences to general audiences.
- To offer a selection of topical shows to school classes in accordance with the curriculum taught in Alberta.

- To offer a selection of light and multi-media shows of an experimental and artistic nature.

Pleiades Theatre

- To encourage Calgary's performing artists through sponsorship of recitals and other performance types.
- To provide performance space to community groups through leasing of the facility.

Space Sciences Centre

- To collect and display audience participation oriented exhibits concerning astronomy and related sciences.
- To offer general interest and hobby courses in astronomy and related science.
- To assist in the establishment of an independent air museum through preservation and collection of aircraft and associated artifacts.

Mission Statement
(Alberta Science Centre Society)

To develop, operate and promote a Science Centre for education, enjoyment and participation in science, technology and the arts.

Short Term Objectives

- Increase attendance.
- Improve cost recovery.
- Increase public profile.
- Integrate staff and operations.
- Several major privately-funded capital works are underway with potential proto-science centre and theatre complex being considered.
- Star shows feature contemporary ideas in astronomy displayed in an audio-visual medium on the dome of a 245 seat house.
- The Pleiades Theatre plays host to live mystery and comedy theatre throughout the year with special seasonal offerings as well.
- The Science displays offer visitors over 30 "hands-on" interpretive exhibits suitable for all age groups.
- The Planetarium is open year-round with summer and winter schedules in effect.
- At present, a number of City Aerospace artifacts are on loan to the Aerospace Museum Association of Calgary. These items are on public display at their museum located at the Calgary Airport.

HERITAGE PARK

Overview

Heritage Park portrays the life of Western Canada from the early fur trade days to the start of World War I. The Park depicts the life of gold miners and trappers, life of the ranches, and life in the frontier towns at the turn of the century.

Heritage Park is on 66 acres of land jutting into the Glenmore Reservoir in southwest Calgary. The concept of Heritage Park dates back to discussions in 1961 between the Woods Foundation and the City Commissioners to develop a children's park adjoining the Glenmore Reservoir. The Woods Foundation donated $150,000 which was matched by the City, who also donated the land.

The Heritage Park Society administers the Park under an agreement with the City of Calgary. The Board of Directors of the Heritage Park Society has 12 members consisting of 10 elected officers; from the Society, 1 appointee from the City, an Aldermanic representative, the Director of Calgary Parks & Recreation from the City of Calgary.

Priorities

Heritage Park's priority strategies over the next five years will ideally:

- control physical development by resisting temptation to stray beyond 1850-1915 atmosphere in current Park setting
- place priority on conservation and preventive maintenance of our current exhibits
- protecting current site from visual or physical encroachment
- upgrading entrance to Park at 14th Street and main gate
- improve visitor services to ensure user comfort
- reviewing feasibility study re Nursery land expansion
- updating site Master Plan consistent with statement of purpose and strategic goals
- focusing on customer satisfaction and increasing the current markets and encouraging return visitors entails increasing customer contact in 1987 to define needs and expectations
- expanding the tourist market
- expanding programs (hours and season of operation)
- increasing emphasis on living exhibits and participation by developing and promoting the Park as a participatory, hands-on heritage experience
- conducting feasibility studies of opportunities for year-round trades.
- volunteer host sharing personal pioneer and heritage experiences
- increasing commitments to skill and craft programs as well as encouraging special interest groups to sponsor appropriate special events, educational programs and/or exhibits.

Regarding human resource development and utilization strategies include:

- developing a full volunteer support program for program, administrative, and policy positions
- designing and implementing a seasonal staff training program that places additional emphasis on knowledge about the Park and customer relations
- placing additional emphasis on the supervisory resources.
- reviewing staff benefit and support packages to ensure reasonable compensation and effective motivation
- focusing on acquiring maintenance skills necessary to keep aging equipment and facilities in working order
- developing fund-raising capacities and techniques
- reinforcing Calgary's appreciation of heritage to ensure future community support and involvement.

The aforementioned strategies will be guided and fulfilled, encompassing the statement of purpose which reads as follows:

> "To entertain, inform and involve Calgarians and guests in an atmosphere providing a heritage experience representative of pre-World War I Western Canada".

The services provided under this are the development of exhibits and facilities through acquisition, restoration and maintenance; operating/programming the Park so that guests can experience and enjoy the old-time atmosphere and cultural events and values (experimental, hands-on opportunities whenever possible); provision of appropriate educational programs; presentation of heritage trades; hosting of and participating in events which will provide a community service and/or increase resident and tourist awareness of the Park and supplementary support services.

Operating philosophies are summarized as follows:

- The Park will always be hospitable and friendly; staff and volunteers will be helpful, informed and always eager to share their insights.
- Our heritage exhibits and programs will be of the highest possible quality and will respect the integrity of the period.
- We will invest in our human resources (paid and volunteer), helping them achieve their full potential and the highest standards of operation possible.
- We welcome the involvement of all Calgarians. Heritage Park will always be responsive to the interests and needs of the community.
- Heritage Park will be committed to efficient use of all financial support provided (government, grants, private donations, fees).

The priority mandate during the period 1988-1992 will be the consolidation and completion of the existing 1850-1915 site. This statement of purpose was adopted in September 1986 with a view to be reviewed annually to incorporate any necessary changes.

Capital priorities and improvements over the next five years include: security system upgrading, landscaping, facility upgrading, front gate developing.

YEAR	**CAPITAL PROJECTS**	**TOTAL COST**
1988	Resurfacing parking lots; design maintenance/restoration shop/ storage facility; security upgrade; complete service building; landscaping; construct Moyie drydock; administration office expansion; continue street lamp project.	$ 580,000
1989	Construct maintenance restoration shop and storage facility; design front gate administration complex; upgrade utilities, security and roads; preservation of wood structures program; initiate construction of additional parking.	$4,600,000
1990	Additional parking facilities; landscaping; construct front gate/administration complex; construct nature trail.	$4,300,000
1991	Major landscaping and buffer zone creation; complete parking facilities; warehouse expansion; construct street car loop.	$ 865,000
1992	Utility service rebuild; landscaping road development; warehouse expansion.	$ 600,000

CALGARY ZOO, BOTANICAL GARDENS AND PREHISTORIC PARK

Overview

The Calgary Zoo, Botanical Gardens and Prehistoric Park (the Zoo) is operated by the Calgary Zoological Society in cooperation with Calgary Parks & Recreation. The Society develops and operates the facility in accordance with principles laid out in a ten-year agreement between the City and the Society. The Society's affairs are managed by a Board of Trustees through the Executive Committee. The Board is elected from a community membership exceeding 20,000.

Animals were first exhibited on St. George's Island in 1915. The Society was formed in 1929, incorporated under the Societies Act of Alberta.

Purpose

The purpose of the Society is clearly stated in the charter:

> "To develop, operate and promote an integrated zoological, botanical and prehistoric park for the purpose of education, recreation, conservation and scientific study."

Objectives

The general objectives for the development and operation of the zoo, botanical gardens and prehistoric park is as follows:

- the Calgary Zoo, Botanical Gardens and Prehistoric Park is for the most part unique in southern Alberta and adjoining regions; therefore it shall represent a generalized rather than specialized concept for its exhibits and programs.
- development shall emphasize the quality of exhibits grouped by zoogeography, behaviour, habitat and taxonomy to exhibit present-day and prehistoric life-forms combined with botanical displays and educational programs.
- animals of all Classes shall be displayed to provide a cross-section throughout the animal kingdom.
- plant life shall encompass a large variety of representatives of the world's species.
- the prehistoric park shall display geological formations and a variety of dinosaur models and artifacts related to a specific era with the addition of modern plant life.
- the exhibits shall serve as a general teaching facility in the natural sciences.
- overall environment, visitor spaces and visitor services shall provide recreational experiences.
- the activities and programs shall include recreation in their objectives.

In 1975, a Zoo Master Plan was approved with the primary goal of replacing all traditional barred cages with naturalistic habitat exhibits. A great deal of progress has been made since that time. Since 1981 (the date of the last Parks/Recreation Plan), the Society and City have cooperated to complete the following projects:

- the prehistoric park
- the primate complex
- the north zoo access and parking facility
- the Devonian Conservation and Research Centre (a breeding facility for zoo animals situated on a half-section of land south of the City limits)
- a bird of prey display
- a reptile house
- a cougar exhibit
- bird exhibit
- large mammal enclosures were expanded
- a new animal health centre (including a quarantine facility).

Priorities

General strategies for the foreseeable future focus on continued implementation of the Master Plan with the following goals:

- upgrading public services to better accommodate increasing numbers of visitors
- integrating animal and plant exhibits to portray natural ecosystems
- developing education and conservation programs consistent with 'The World Conservation Strategy' of the International Union for Conservation of Nature and Natural Resources (I.U.C.N.)
- development of effective, all-season exhibits and programs to encourage utilization of the Zoo throughout the year
- development of a financial strategy to ensure availability of operating and capital funds for the orderly development of the Zoo.

Capital projects with priority ranking for future development include (estimated in 1987 dollars):

Capital Project	Estimated Cost	Timeline
Asian Bear Exhibit (Panda)	$ 900,000.00	1987-88
North American Habitat Exhibits*	$5,000,000.00	1988-92
Administration Bldg.	$1,500,000.00	1989-1990
Food Services Facility	$1,100,000.00	1990-1991
North American Interpretive Building	$2,500,000.00	1991-1992

*North American Habitat Exhibit project will be comprised of a series of exhibits to be staged over a period of five years.

PARKS FOUNDATION, CALGARY

The Parks Foundation, Calgary was incorporated under the Companies Act of the Province of Alberta as a limited company on February 12, 1985.

The Foundation is a non-profit charitable organization created by the City of Calgary to encourage public participation in the development and enhancement of the City's parks and recreation system. The specific objectives of the Foundation are:

- to initiate and support programs and projects which enhance the parks and recreation system.
- to assist individuals and organizations looking for ways to support the parks and recreation system.
- to encourage and facilitate donations and gifts for the purpose of improving and expanding the parks and recreation system.

Individuals and organizations can participate in the Parks Foundation in two ways; by getting involved in the projects and programs of the Foundation or by donating to the Foundation.

The Parks Foundation welcomes donations, bequests and gifts which may include money, land, materials or other personal property. Donations may be designated for a specific purpose or directed to a general fund where they will be pooled with other such contributions and used to further one or more of the Foundation's objectives. A receipt for the full amount of the donation is issued for income tax purposes and the donation is recognized by the Foundation in an appropriate manner. In addition to donations of a financial nature, individuals and organizations can also donate their personal services. As a non-profit charitable organization, the Parks Foundation must have a broad base of public support. From the Board of Governors who manage the business and affairs of the organization to the committee members who implement the programs and projects, the Foundation relies on the efforts of volunteers.

Projects which the Foundation have been involved in to date include:

- James Short Park - received $740,000.00 towards park development in conditional pledges.
- Amateur Sport Grant Program - fund administrator for revenues from the Saddledome Foundation in form of a grant available to projects that provide significant benefit and support to the continuation and enrichment of amateur sport in Calgary (with emphasis on capital projects).
- Lowery Gardens Pathway - proceeds from a property donation towards pathway development.

- Olympic Plaza Brick Sales - disbursements of proceeds from Brick Sales, estimated to be $100,000.00 to be placed in an Olympic Plaza Trust Fund for the purpose of purchasing equipment that will enhance and facilitate public use of the Olympic Plaza.

- Bowness Park Fountain replacement being organized by residents through specific fund raising activities.

The long term goal of the Foundation is to establish a trust fund from which interest earnings will be utilized to further the aims of the Foundation.

The Foundation is currently operating under an agreement with the City of Calgary which contributes to the administrative support of the Foundation.

Part 8

Organizational Health and Effectiveness

Corporate Values

- **We value a hard working skilled work force.**
- **We value awareness and sensitivity to community needs.**
- **We value good internal working relationships.**
- **We value flexibility.**
- **We value economy.**

THE
CITY
OF CALGARY

Mission

- **Ensure the provision of leisure opportunities, accessible to all Calgarians.**

- **Protect and enhance our environment, natural and manmade.**

WE BELIEVE IN:

- THE POTENTIAL OF EACH CITIZEN
- THE IMPORTANCE OF THE NATURAL ENVIRONMENT
- COMMUNITY SELF-HELP

AND THE SIGNIFICANT ROLE OF OUR DEPARTMENT IN EACH AREA

We believe in the potential that exists in each individual and the opportunity that parks/recreation offers to nurture growth and well-being.

This means ....

- that we respect the dignity and rights of each citizen contacted
- that we will challenge Calgarians to understand and respond to the opportunity of leisure (leisure education)
- that we will address physical, mental, social, creative and spiritual needs
- that we will strive to facilitate equal access to urban park and leisure opportunities (remove barriers of age, geographic area, disability or financial status).

We know that we must respect and relate to the natural environment.

This means ....

- that we will advocate the importance of open space and parks as the City is planned and developed
- that we will preserve and protect ecologically sensitive areas
- that we will develop and maintain a parks system capable of hosting outdoor recreation/education activity as well as providing buffers and visual relief from the built environment.

We cherish the role of the individual and the community in the provision of park/ recreation opportunities.

This means ....

- that we will encourage the individual, the family and the community to assume responsibility for their own parks and leisure opportunities
- that we welcome volunteer & community activities that enhance & expand the services we provide
- that we will cooperate with the voluntary sector whenever possible to ensure that activities are complementary rather than competitive

We understand that our activities are critically important as Calgary matures physically and culturally - we strive to leave Calgary better than we found it.

CALGARY PARKS & RECREATION PLAYS FOUR MAJOR ROLES AS IT CO-OPERATES WITH OTHER GROUPS INVOLVED IN A COMPLEX DELIVERY SYSTEM:

- PLANNER
- PROTECTOR
- FACILITATOR, AND
- PROVIDER

PLANNER

To coordinate the development and implementation of short and long range plans pertaining to parks and leisure services in the City.

To encourage coordination in the delivery of leisure services between government, groups, organizations and individuals so that available resources are effectively utilized.

To regularly evaluate the leisure service system of the City of Calgary to ensure that it is responsive to the recreational needs and preferences of the resident.

PROTECTOR

To protect and preserve unique and/or sensitive ecological and historical resources for the benefit, use and enjoyment of current or future populations.

To respect the investment already committed to parks, facilities and leisure programs.

FACILITATOR

To encourage other groups, organizations and individuals to provide parks and leisure services for their own members and the general public.

To promote full utilization of all available leisure services in the Calgary region.

PROVIDER

To provide leisure services for public use when other groups or organizations are unable to provide the quantity and/or quality of service required.

To ensure that all services provided by the City complement those provided by other governments, groups, organizations and individuals.

Strategies	WHAT THIS MEANS..	WHAT MANAGEMENT WILL DO..	EXPECTATIONS OF STAFF..
● **Involve Calgarians**	• In decision making • In providing for themselves • If someone else can assist to deliver better value & service; help them do it • Community associations and interest groups	• Encourage an open-minded approach to new ways of providing parks/ recreation opportunities • Provide policy & budget support for volunteer & community development initiatives	• Make the most of volunteer assistance • Seek out innovative partnerships and cooperative approaches
● **Emphasize Service to our Clients**	• Protection of value for the taxpayer's investment • Understand what the customers really want & ensure they get it • Hospitable, friendly approach • Be close to the customer	• Give high priority to our existing parks & facilities • Consult staff on priorities; get into the field • Provide needs assessment & marketing support • Reduce bureaucracy & paper work wherever possible - leave time for the product & the customer	• Adopt a preventive maintenance attitude • Be close to our clients • Be responsive to customer needs • Deliver with zest • Sell ourselves
● **Reach for Excellence**	• Continually work towards our best potential in: - service & satisfaction - efficiency & effectiveness in everything we do	• Encourage innovation • Establish & actively support a service improvement program (SIP) • Involve all staff • Develop meaningful performance & effectiveness measures • Recognize those who do well • Where possible roll back savings into better service • Focus on improving interdepartmental cooperation	• Strive towards superior service efficiency & effectiveness • Become involved & challenge with new ideas • Set targets • Tell how well you've done
● **Respect Each Other (Support for Staff)**	• Concern for fair treatment as the Dept. matures, grows & changes • Provision of a climate for personal growth towards full potential as a member of the team • Push for employment security; as community does more, our staff resources can improve level of service in other high priority areas	• Determine & maintain core staffing levels necessary to effectively operate the system • Delegate responsibility & authority to the lowest practical level • Foster a good training & coaching climate • Provide feedback & show appreciation for good performance • Promote the best person for the job, subject to collective agreement conditions • Follow the guidelines for supervisors (next page) • Provide resources necessary to do the job effectively	• Establish personal career plans • Set personal targets for training and growth • Follow the guidelines for staff (next page)

For additional management strategies please turn page >

Strategies

- **Involve Calgarians**
- **Emphasize Service to our Clients**
- **Reach for Excellence**
- **Respect Each Other (Support for Staff)**

Golden Rules

Rules for a good working climate

AS A SUPERVISOR:

1. Make sure that goals, strategies and priorities are clear to your staff - they need to understand the job at hand to be productive.
2. Protect time to work with your staff - on the job coaching and training is important.
3. Encourage use of initiative, creativity and risk taking; delegate as much as the system will allow.
4. Tolerate a few mistakes - they are the price of progress.
5. Reward good performance - a pat on the back feels good, a complimentary note on the employee's file will help win a deserved promotion.
6. Give regular feedback, good and bad; employees want to know what you think - they want your tips so they can do better.
7. Involve your staff in problem solving - they have good ideas, listen to them.
8. "Go to bat" for your staff and their ideas - where possible, involve them in presentations at the next approval step.
9. Get the best person available for the job, then trust them to do it well.
10. Monitor and measure only what is important to better serve our clients and to get the resources to do the job well.
11. If a rule or regulation is getting in the way, try to change it. At least ask if there is any flexibility.
12. Look at ways of enhancing peoples' jobs; where possible give them the opportunities to learn new skills, have new challenges and somewhere to go.

AS STAFF:

1. If you're not sure, ask your supervisor and clarify goals, strategies and priorities; you could be on a tangent otherwise.
2. Check in with your supervisor early in the task to make sure that you are on the right track; if he/she expresses doubts, make sure you get the time and coaching you need.
3. Don't delegate upwards; attempt to make the decision yourself; if you must take a problem to your supervisor, present solutions at the same time.
4. Be thorough - try to avoid mistakes.
5. If your supervisor is not noticing the high points, the successes; invite him/her out into the field more often.
6. If you are not getting the feedback you need and deserve, demand it.
7. Contribute your best ideas, don't be afraid to question and challenge your supervisor (constructively).
8. Push your supervisor to make sure that good ideas are being acted on or pushed up through the system for approval.
9. Keep your supervisor informed of issues that you are working on that might overlap his responsibility, or prove awkward or embarrassing in the long run.
10. Clarify information requests that at first seem unnecessary; then provide *all* the data necessary for a decision but K.I.S.S. (Keep It Short & Sweet)
11. Advise when the system is inefficient or counterproductive; we are all interested in output, not bureaucracy.
12. If you feel you need a change, work out some possibilities and discuss them with your supervisor; show how both you and the organization are likely to win.

PART 8: ORGANIZATIONAL HEALTH, EFFECTIVENESS AND EFFICIENCY

The 1986 strategic planning process included an exercise using force-field analysis to identify organizational strengths and weaknesses. The output reinforced the need to commit to ongoing developmental activity designed to ensure that available resources are used in the most effective and efficient manner. Previous sections of the 'Policy and Priorities Plan' will only be implemented and achieved if sound management practices are in place.

Calgary Parks & Recreation has been committed to such practices for some time. Incentives and catalysts since the 1981 'Policy and Systems Plan' was published have included the following:

- recession, work reduction and resultant layoffs and reorganizations in 1982 and 1983.
- commitment to the MOR system (Management by Objectives and Results) in 1983.
- an 'Organizational Health Survey' of all permanent staff in 1984.
- an RBO exercise (Relationships by Objectives) with CUPE locals 37 and 709 in 1985.
- the 'force-field analysis' component of the strategic planning process in 1986.
- Facility Maintenance Management System.

Although a great deal of related activity is on-going, this section of the 'Policy and Priorities' plan is presented as a reminder of the importance of continued effort related to organizational health, effectiveness and efficiency.

In the next five years (1988 to 1992), efforts will focus on the following eleven themes.

1. **Stress the significance of our purpose or mission.**

   o post value/belief and mission statements (department, division, section) in all public and work areas, edited to suit audience.
   o strive to operationalize corporate value statements, our own vision statement, and the 'golden rules' at all times - announce that we are willing to be challenged if employees or public see deviation
   o management will constantly promote the significance of parkland, the natural environment and leisure services ... our vision will be defined and shared.

2. **Ensure that all operations are mission-oriented.**

- o director to prepare annual priority statements to guide budget and MOR objective preparation; statements to relate directly to Mission statement (e.g. focus on weaker areas).
- o coordinators and managers to commit fully to developing goals and priorities that link directly to existing mission statements
- o priorities to be widely publicized (newsletters, posters, memos, presentations, etc.) to all staff and major clients.
- o presentations to all staff in 1988 explaining updated Policy and Priority Plan - stressing links with Mission Statement, budget and MOR priorities.
- o each division and section will be responsible for developing and maintaining a five year strategic plan; the plan will be consistent with the Policy and Priorities Plan and all MOR statements and updating it annually.
- o annual performance indicators will be tied directly to mission statements, operational goals and annual priorities.
- o positive feedback to staff who clearly understand and act on mission statements, operational goals and annual priorities.

3. **Attempt to match employee skills with current and future organizational needs.**

- o individuals will be evaluated regularly and assigned positions that make optimal use of their abilities.
- o unsatisfactory performance will be addressed immediately through feedback, training, reassignment, discipline or dismissal.
- o will provide a clear indication that the Department wants productivity and performance consistent with its overall priorities, strategies and 'golden rules'.

4. **Continue emphasis placed on improved supervision.**

- o all supervisors will be required to take Achieve Supervision courses.
- o provide continuation and follow-up/reinforcement of the Situational Leadership Course.
- o conduct exit interviews with supervisor's supervisor (support from Admin.).
- o provide annual evaluation forms to staff giving opportunity to evaluate their supervisor (results passed to supervisor's supervisor for consideration in performance appraisal).
- o management to increase emphasis on leadership/supervisory skills in hiring and performance appraisal; use results in promotion decisions.
- o create tone suggesting that weak supervision is not enough - strong leadership is necessary to ensure motivation and service improvement.

5. **Full commitment to SIP and Group Action.**

   - management will protect time for participation in and support of all related activities.
   - provide full support of Service Improvement Program groups.
   - continued commitment to Employee Suggestion Program.
   - senior staff group established on Organizational Health issues.

6. **Full commitment to 'Excellence' management styles.**

   - provide training sessions to clarify approach.
   - maximum/optimal delegation of authority; we will encourage as many key staff as possible to feel ownership of and responsibility for their operation of service.
   - encouragement of thoughtful risk taking which is well calculated and provides potential benefits.
   - customer/service orientation encouraged.
   - development of a self-audit system focussing on quality of service to users.
   - proceed quickly with development and implementation of an employee recognition program.

7. **Performance Appraisal and Career Development System for all permanent staff by 1988 (objectives, work plans and career development).**

   - implementation of a full performance appraisal system for all permanent staff to be in place by 1988 (all ME and 709 in 1986/87; all 38 and senior 37 in 1987; all remaining 37 in 1988).
   - implement system and base training and supervision strategies for the individual on results.

8. **Offer training programs for all levels.**

   - three year intensive training program for permanent staff
     - Achieve Supervision, Group Action, Situational Leadership and Pool School to continue.
     - Pruning Workshop in 1986/87, Arena School in 1988, Turf Management School in 1988/89.
     - Consulting Skills and Program Development training packages initiated in 1987/88.
   - out-of-season, evening and Saturday courses available for those who wish to take training on own time.
   - give clear indication that Department is committed to hiring and promotion system that gives full consideration to qualifications and performance - target for the best; not the minimum.

9. **Increase communication throughout the department.**

   - o management to get into field more to aquaint themselves first hand with front-line issues and to increase rapport with staff and users.
   - o work towards a flatter organizational structure that encourages effective communication and decision-making.
   - o make sure that a front-line staff member familiar with the issue is present when a related decision is made.
   - o each program manager will be responsible for establishing a regular feedback system (accounting period, quarterly or seasonal) designed to let each work unit know how well it is doing; wherever possible, the feedback will be delivered personally as part of our commitment to improved coaching and training.
   - o confirm open door policies.

10. **Take advantage of every opportunity to tell the public and other agencies that we are trying and dedicated in our efforts towards achievement.**

    - o ask for feedback (suggestion boxes, newspaper, questionnaire).
    - o speak at community meetings
    - o meet with our client groups more regularly - listen.
    - o more emphasis on public relations in all that we do.

11. **Utilize the resources of the Management Services Division as a catalyst to constantly upgrade the organizational health, effectiveness and efficiency of the Department.**

    - o continue to market the role and function of the Division with a focus on organizational development rather than simply administrative support.
    - o conduct regular 'think tanks' of senior Division staff to identify issues and strategies related to the health, effectiveness and efficiency - issues that require a synergistic approach using several of the Division's resources.
    - o monitor all Service Improvement Groups with a view to making special expertise and assistance available when change is being discussed.
    - o work with staff/support Departments to ensure that public service and operational efficiency are foremost in mind as support systems are developed and implemented.
    - o develop the capacity to assist the Director in the monitoring and coordination of Departmental priorities (strategic plans, MOR, etc.) - with emphasis on those involving two or more Divisions.

Part 9

Finance

GENERAL BUDGET ASSUMPTIONS

The financial section of this plan focuses on the five-year period from 1988-1992. The operating and capital budget forecasts contained here are based on the findings of the sixteen studies conducted and focus on the priority goals listed in Part 2. They are also sufficient to fund the related activities described in the action plans (key result areas).

The budget is based on the following general assumptions for the five-year period (1988-1992):

- continued high demand and need for urban recreation and leisure services with additional emphasis on needs of adults.
- continued high level of public support for park development and protection of natural areas with emphasis on the waterways and regional parks.
- demand for fully tax-supported and low-fee park/recreation services to remain high throughout the period.
- expectation that the average user is prepared to accept increased fees and charges to ensure quality experiences or relatively exclusive use (e.g. teams).
- expectation of increased need to facilitate access for the economically disadvantaged over the five-year period (due both to neglect in the past and additional economic pressures on low income groups).
- aging recreation facilities and park resources will be more expensive to maintain (both minor operating expenses and major capital replacement projects).
- public willingness to assist will remain high (volunteerism, co-sponsorship and adoption of programs, facilities or parks by community associations and other groups).
- assume continued necessity and financial ability to update facilities so as to make them more attractive to users (e.g. waterslides, fitness facilities, upgraded locker facilities, hot tubs, etc.).
- City to provide continued support and encouragement to related societies (Zoo, Heritage Park, Fort Calgary, Planetarium, Lindsay Park and Parks Foundation).

- desirability of building on the Olympic spirit to stimulate involvement in related sports, winter outdoor recreation and community cultural activity.
- wisdom of enhancing organizational health, effectiveness and efficiency.

OPERATING BUDGET (Attachment A)

In order to afford the priorities as outlined in this plan, the Department will strive towards better ways of doing things by:

- involving the community whenever possible and effective to do so, look towards new revenue and grant sources.
- prioritize on a year to year basis priority projects together with the existing basic services.
- self fund projects as much as possible or cosponsor with other organizations.
- pass on services to the voluntary sector in order to address priorities and new initiatives.

Planned Expenditure Reductions

1. commitment to **Service Improvement Program and productivity** should save an average of 1% of total expenditures per year (excluding debt) - this savings intended to finance anticipated cost increases summarized later in this section.
2. continued application of **sound energy management** principles with a goal of reducing related expenditures (after inflation).
3. cost savings due to **facility down time** or closure for major renovations/replacement (e.g. Bush, Kohn/Condon).
4. park maintenance savings due to **improved depot system** and **Parks Management and Maintenance System.**
5. savings achieved through more **effective use of vehicles and equipment** and increased coordination with Mechanical Services Department.

Anticipated Expenditure Increases

1. **labour/salaries for existing staff complement** - increase projected at 3.5% for 1988 year, for period 1989-1992 - 4%.
2. **vehicles and equipment charges** - 4% increase per year.
3. **utilities and natural gas** - gas 3% annually; utilities 0% in 1987, 4% annually thereafter.
4. **operating costs associated with new developments** (e.g. new clubhouse development at McCall, Maple Ridge Golf Course expansion, NE Regional Park, Olympic Plaza, Deane and Hunt Houses, Zoo projects, 3rd St. Mall, community parks, new subdivisions).
5. **Greening of Calgary** - commitment to improve tree planting and maintenance, restore flower/shrub/ornamental garden programs gradually over five years, landscaping of civic buildings and properties.
6. improved management and interpretation of **natural areas.**
7. proper **maintenance of recreation facilities** - maintenance expenses expected to increase as buildings age, .budgetted on a planned basis, provision of advice to community groups managing similar facilities.

Anticipated Revenue Increases

1. **inflationary increase in fees** and to average 4% annually (to offset cumulative impact of increased labour, utility, material and vehicle costs).
2. **increase in arena fees** in keeping with agreement and to respect understandings with Minor Hockey and with community arena operators.
3. **marketing of recreation facilities** to increase use levels and related revenues by 2.5% per year (non-prime, more adult usage, etc.).
4. full costs to be recovered for services to other Departments using **parks development, maintenance or environmental control services.**
5. **revenues associated with new developments** Mapleridge Golf Course, McCall Lake Clubhouse facilities.

Anticipated Revenue Decreases

1. direct subsidies for **economically disadvantaged** - reduced fees charges for individuals, partially offset by grants/donations (lost revenue approx. $100,000 per year).

2. **provision of additional no-fee services** to encourage participation and to ensure that all economic groups enjoy access.

CAPITAL BUDGET

The five year capital budget is based on the principles and priorities contained within this plan. Although the plan is conservative and contains relatively few new projects, the total requirement for the five year period (1988-1992) is approximately $80,000,000 ($33,882,000 over the debenture borrowing envelope and other fixed source of funding presently established for Calgary Parks & Recreation.)

For the years 1988-1992 all project developments, capital replacements, priority projects and Council decisions and commitments (N.E. Regional Park, James Short Park, Mapleridge Golf Course) were prioritized according to the corporate classification explained in **Attachment B.** This summary chart defines the corporate system as interpreted by Parks & Recreation and shows examples of Parks & Recreation projects related to this priority system.

In some cases certain projects which would normally be at a lower priority level were given a higher rating (e.g. N.E. Regional Park, James Short Park, Crowfoot Recreation Centre) because Council has made a commitment in response to community fundraising. In other cases where Council has made a commitment but work has not started (e.g. Mapleridge golf course, East Glenmore pathway), the project has been prioritized at its normal level within the priority system.

The financing presently available to Calgary Parks & Recreation indicates funding for levels 1 through 5 with the following exceptions:

- land acquisition - undertaken on an opportunity basis, the source of financing is cash-in-lieu of reserve fund and is not related to the borrowing envelope.
- Zoo - North American Exhibit development which will payout the City commitment related to the Panda Project; it also keeps a nucleus of construction crews working at the zoo.
- Mapleridge golf course - where there is a golfer expectation that the second nine holes will be started in 1988.

There is also a balancing figure of $587,000 within the envelope which has been assigned to Level 6 projects within the programs of major parks and depots in

1992. It is expected that high priority project will come to light as time passes, in an amount exceeding this figure.

The 1988 budget was assembled prior to a detailed 5-year capital budget analysis on a project by project basis under the priority system. Therefore it will be noted for 1988 that there are a number of projects in Level 6, 7 and 8 which are recommended for funding (e.g. tree planting, East Glenmore pathway, Nose Creek pathway, Nose Hill park).

Attachment C - summarizes the capital budget by priority level and the level of financing available.

Attachment D - details the 5 year capital budget by program and priority classification.

*In both Attachments, C and D, the shaded areas indicate those levels and projects which will be funded within the existing financing available.

ATTACHMENT A

1988 OPERATING BUDGET
COMPARATIVE DATA / FIVE-YEAR FORECAST
($000'S)

	1988 BUDGET	1989 FORECAST	1990 FORECAST	1991 FORECAST	1992 FORECAST
EXPENDITURES:					
SALARIES AND WAGES	34,542	37,340	39,823	42,554	45,342
VEHICLE & EQUIPMENT CHARGES	5,012	5,665	6,128	6,616	7,466
FUEL, MATERIALS & PARTS	1,923	2,217	2,405	2,701	2,963
UTILITY CHARGES	3,185	3,370	3,504	3,746	3,948
RENTAL & MAIN. FIXED ASSETS	1,591	1,709	1,803	1,900	2,002
OTHER EXPENDITURES	13,205	13,424	14,330	15,132	15,914
TOTAL EXPENDITURES	59,458	63,725	67,993	72,648	77,635
% INCREASE/(DECREASE)	3.9	7.2	6.7	6.8	6.9
RECOVERIES:	(1,674)	(1,430)	(1,487)	(1,547)	(1,608)
% INCREASE/(DECREASE)	15.5	(15)	4	4	4
EXTERNAL REVENUE:					
CONDITIONAL GRANTS	(2,264)	(2,269)	(1,713)	(1,748)	(355)
SALES OF GOODS & SERVICES	(12,324)	(12,843)	(13,350)	(14,103)	(14,661)
LICENSES & PERMITS	(873)	(908)	(944)	(982)	(1,021)
MISCELLANEOUS REVENUE	(827)	(855)	(889)	(924)	(962)
TOTAL EXTERNAL REVENUE	(16,288)	(16,875)	(16,896)	(17,757)	(16,999)
% INCREASE/(DECREASE)	1	4	0	5	(15)
NET OPERATING BUDGET FORECAST	41,496	45,420	49,610	53,344	59,028
% INCREASE/(DECREASE)	4.6	9.5	9.2	7.5	10.7

88.03.11

CALGARY 'RKS & RECREATION
5 YEAR ATING BUDGET BY PROGRAM
($000'

PROGRAM #	NAME	1988		1989		1990		1991		1992	
		$	% CHANGE*	$	% CHANGE*	$	% CHANGE *	$	% CHANGE*	$	% CHANGE*
450	LINDSAY PARK	600	(6)	600	0	600	0	600	0	600	0
451	ZOO	3,861	4	4,016	4	4,176	4	4,343	4	4,516	4
452	HERITAGE PARK	1,309	4	1,361	4	1,416	4	1,472	4	1,531	4
453	PLANETARIUM	975	3	1,015	4	1,056	4	1,097	4	1,142	4
455	PARKS FOUNDATION	101	(9)	105	4	109	4	113	4	118	4
458	FORT CALGARY	413	10.7	430	4	447	4	465	4	484	4
	TOTAL SOCIETIES	7,259	3.1	7,527	3.7	7,804	3.7	8,090	3.7	8,391	3.7
429	CENTRAL PARKS SERVICES	624	(8.2)	653	5	687	5	722	5	756	5
430	PARKS MAINTENANCE	16,703	5	18,040	8	21,211	17.5	24,034	13.3	26,938	12
431	DEVONIAN GARDENS	824	1.7	856	4	891	4	927	4	964	4
		18,151	4.4	19,549	7.7	22,789	16.5	25,683	12.7	28,658	11.5
	DISCRETIONARY ITEMS	0		975		691		733		735	
	TOTAL PARKS	18,151	4.4	20,524	13	23,480	14.4	26,416	12.5	29,393	11.3
432	FACILITIES	8,937	1.1	9,294	4	9,668	4	9,999	3	10,398	4
440	LEISURE SERVICES	5,060	8.2	5,573	10.1	5,795	4	6,026	4	6,267	4
441	GRANTS/LEASES	400	1.5	405	1	418	3	435	4	402	(7)
		5,460	7.7	5,978	9.5	6,213	3.9	6,461	4	6,669	3.2
	DISCRETIONARY ITEMS	0		250		260		0		0	
	TOTAL LEISURE	5,460	7.7	6,228	14	6,473	3.9	6,461	4	6,669	3.2
425	ADMINISTRATION	1,689	27	1,734	2.7	2,100	21	2,252	7.2	4,032	79
	DISCRETIONARY ITEMS	0		113		85		126		145	
	TOTAL ADMINISTRATION	1,689	27	1,847	9.4	2,185	18.3	2,378	8.8	4,177	75.7
	DEPARTMENT	41,496		44,082	6.2	48,574	10.2	52,485	8.1	58,198	10.9
	DISCRETIONARY ITEMS	0		1,338		1,036		859		830	
	TOTAL DEPARTMENT	41,496	4.6	45,420	9.5	49,610	9.2	53,344	7.5	59,028	10.7

*(DECREASE)/INCREASE

88.03.11

CALGARY PARKS & RECREATION
OPERATING BUDGET GROWTH ITEMS

DETAILS OF BUDGET CHANGE	1989	1990	1991	1992	EXPLANATION
Capital Related					
o Parks Maintenance					
- N.E. Regional Park	104	125	108	113	
- Festival Market	16	--	--	--	
- Inventory Growth	860	680	715	700	-Trees, pathways, rinks, NW LRT green belt, new community parks.
- Nose Creek	--	50	52	54	
- Baker Centre	--	50	52	54	
- Nose Hill	--	50	--	50	
o Facilities					
- Mapleridge Expansion (net)	--	--	(45)	--	
TOTAL CAPITAL RELATED	980 ===	955 ===	882 ===	971 ===	
Non Capital/Level of Service					
o Parks Maintenance					
- Natural Area Management	50	52	54	56	-Active management of Weaselhead, Clearwater, Nosehill, etc.
- Parks Maintenance	100	104	108	113	-Attempt to meet public expectation of maintenance standards
- Street Tree Mtce.	500	250	250	260	-Initial steps in implementing Urban Forest Policy (ie; Tree replacement and maintenance.)
- Parks Lifecycle Maintenance	250	260	271	281	-To protect investment and replace improvements on a planned
basis.					
- Parks Information & Education	25	25	25	25	-Improve customer service and knowledge of park opportunities.
- Winter Pathway Maintenance	50	--	25	--	-Snow and ice removal for safety, litter control and signage.
o Leisure Services	250	260	--	--	-Major projects are: develop a comprehensive listing to advise citizens of recreational and cultural activities, children's and other Festival support, leisure education and counselling.
o Administration					
- MIS Coordinator	55	--	--	--	-Guide and control inhouse computer activities
- Miscellaneous	58	85	126	45	-To improve management information, marketing and staff support,
actively seek co-sponsorships and provide more					effective response to recreation phone inquiries.
o Grants Administration	--	--	--	(50)	-Possible termination of CR/C grants.
One Time Cost					
o Department Administration	--	--	--	100	-Policies and Priorities Plan Update.
TOTAL NON CAPITAL	1338 ====	1036 ====	859 ===	830 ===	

88.03.14

ATTACHMENT B

CORPORATE SYSTEM	PARKS & RECREATION INTERPRETATION	PARKS & RECREATION EXAMPLES
Level 1 - Essential and/or mandated work	Provision of basic facilities where such improvements are required by law, for safety or are considered essential (e.g. community parks to keep pace with residential development).	Community park development in communities where developer agreements exist; Council mandates, i.e. James Short Park, N.E. Regional Park, Crowfoot Recreation Centre; equipment and infrastructure replacement where legally required or for safety and security reasons.
Level 2 - Necessary continuation of a project started in prior years	Completion of a project can no longer be stopped; this does not include subsequent phases of a current project.	Completion of depot and pathways initiated in previous years.
Level 3 - Replacement of equipment and/or infrastructure. (Justification through cost-benefit analysis)	Protection or replacement of existing system provided such replacement is warranted.	Equipment and infrastructure replacement at depots, Planetarium, Inglewood, facilities, irrigation systems, resurfacing of athletic fields, lifecycle repair of tennis courts, pathways, golf courses and urban forest.
Level 4 - Technological upgrading and/or modernization. (Justification through cost-benefit analysis)	Investment in energy and other cost saving projects where there is a short pay back.	Upgrading of systems at Heritage Park, Planetarium, arenas, pools and leisure centres centres (i.e. security alarms, lighting, low emmisivity ceilings).
Level 5 - System upgrading made necessary for redevelopment or change in activity.	Investment in upgrading to comply with major city policy thrusts (e.g. revitalization of downtown).	Renew program, completion of McCall Lake, activity park, servicing.
Level 6 - Required to service growth. (Justification based on studies and reports to Council)	Building facilities to keep pace with population expansion and upgrading standards to those quoted in the Policy & Priorities Plan. (Marketing strategies and security).	Park development according to Master Plans for Glenmore, Stanley, Nose Creek, Bowmont, Nose Hill, Urban Forest and Riverbank development. Heritage Park maintenance, administration and warehouse facilities. Depot replacement and development, land acquisition.
Level 7 - To satisfy demands for increased standards of service	Expansion of system to respond to market needs and general growth.	Park and pathway development for Carburn, Baker Centre, natural areas development and interpretive facilities. New initiatives for Fort Calgary, Lindsay Park, pool-fitness facilities, athletic parks.
Level 8 - Discretionary projects	Non-essential upgrading and new projects which could be deferred.	New attractions for facilities (e.g. physiotherapy centre, tennis courts, leisure centre additions).

ATTACHMENT C

CALGARY PARKS & RECREATION
5 YEAR CAPITAL BUDGET SUMMARY
($000'S)

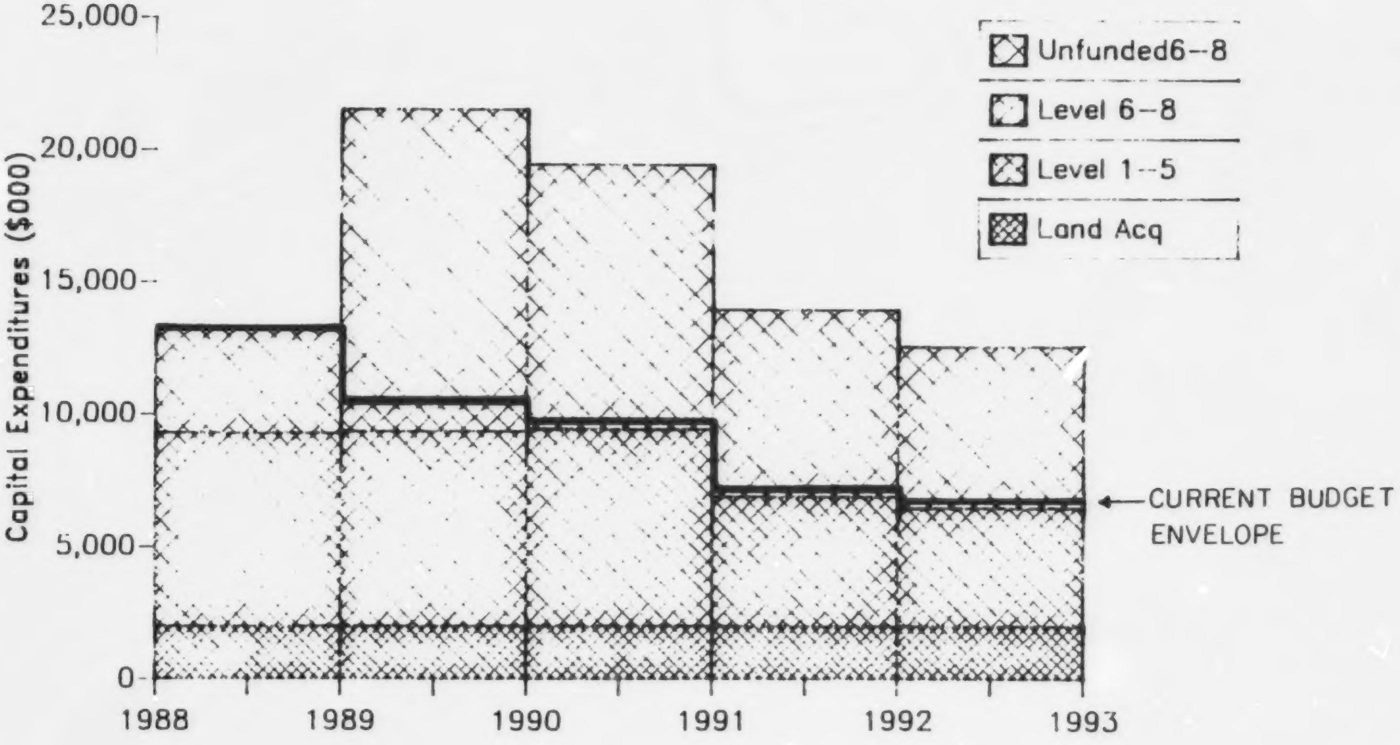
PRIORITY	1988	1989	1990	1991	1992	TOTAL
LEVEL 1	2,982	2,680	3,410	1,400	785	11,310
LEVEL 2	696	40	55	40	190	1,021
LEVEL 3	4,200	3,352	2,550	2,455	2,631	15,292
LEVEL 4	183	815	809	605	527	2,939
LEVEL 5	320	630	530	325	325	2,130
LEVEL 6 - GENERAL	910	0	0	0	587	1,497
- LAND	2,000	2,000	2,000	2,000	2,000	10,000
- ZOO	0	225	225	225	225	900
LEVEL 7 - GENERAL	972	0	0	0	0	972
- MAPLERIDGE	300	2,580	0	0	0	2,880
LEVEL 8 - GENERAL	50	0	0	0	0	50
TOTAL FUNDED PROJECTS	12,691	12,343	9,585	7,110	7,270	48,999
LEVEL 6	0	7,034	2,950	3,955	2,738	16,677
LEVEL 7	0	2,691	2,033	2,365	2,264	9,353
LEVEL 8	0	1,607	4,795	550	550	7,502
TOTAL UNFUNDED PROJECTS	0	11,332	9,778	6,870	5,552	33,532
TOTAL REQUIREMENT	12,691	23,675	19,363	13,980	12,822	82,531

FINANCING

	1988	1989	1990	1991	1992	TOTAL
GRANTS	1,942	1,645	1,674	1,701	0	6,962
INSURANCE PROCEEDS	42	0	0	0	0	42
RESERVE FUNDS						
- SIDEWALK CAFE	30	25	25	25	25	130
- CASH IN LIEU OF RESERVE	2,000	2,000	2,000	2,000	2,000	10,000
	2,030	2,025	2,025	2,025	2,025	10,130
PRIVATE CONTRIBUTIONS						
- PARKS FOUNDATION	0	0	735	0	0	735
- PLANETARIUM	0	0	72	76	64	212
- LINDSAY PARK	25	0	0	112	0	137
- FORT CALGARY	48	0	0	15	0	63
- N.E. PARK	200	200	200	200	0	800
- COKE COSPONSOR	43	0	0	0	0	43
- DEVONIAN	200	0	0	0	0	200
	516	200	1,007	403	64	2,190
DEBENTURES (MILL RATE)						
- SPENDING ENVELOPE	4,622	3,471	3,671	3,671	3,671	19,106
- N.E. PARK*	1,205	885	815	600	85	3,590
- CROWFOOT REC. CTR.	500	500	0	0	0	1,000
- MAPLERIDGE GOLF	300	2,580	0	0	0	2,880
- CR/C SHORTFALL	0	0	0	0	1,700	1,700
- CPR BOWNESS BRIDGE	416	0	0	0	0	416
- SOUTHLAND LEISURE CTR.	130	0	0	0	0	130
- POOLS	988	(45)	(90)	0	0	853
	8,161	7,391	4,396	4,271	5,456	29,675
TOTAL AVAILABLE FINANCING	12,691	11,261	9,102	8,400	7,545	48,999

* CALCULATED ON BASIS OF $0 CR/C FUNDING; TO BE ADJUSTED DOWNWARDS IN ACCORDANCE WITH COUNCIL'S GRANTS DECISIONS.

Plan Capital Projects 1988 - 1992
Grouped by Priority Level



PARKS & RECREATION
CAPITAL PROJECTS 1988 - 1992

PROJECTS (in order of priority)	STATUS	BUDGET ($000's)	COMMENTS
29) Nose Hill Park	-	500	Day use facilities
29a) Fort Calgary - East Bank Landscaping	-	35*	Landscape new parking lot area (1988) north of Deane House
29b) Zoo - Administration Building	-	2,000*	Overcrowded conditions
29c) Fort Calgary - Interpretive Centre	-	170*	Improvements & new exhibit
29d) Fort Calgary - Hunt House	-	30	Preserve & restore deteriorating log house
30) Shouldice Fitness Centre	-	500	To meet demand & cost effectiveness
31) Canyon Meadow Fitness Centre	-	750	To meet demand & cost effectiveness
32) Winston Churchill Fitness Centre	-	625	To meet demand & cost effectiveness
33) Killarney Pool Fitness Centre	-	500	To meet demand & cost effectiveness
33a) Lindsay Park - Physiotherapy Centre	-	1,700*	Provide on-site services to athlete
33b) Lindsay Park - separate track/concourse prevent	-	100*	Provide access control to revenue loss
33c) Planetarium - Rake Floor	-	120*	Starchamber
33d) Fort Calgary - 8th Ave. Gate	E	35*	Link site to 8th ave. (re; East Village ARP)
3e) Lindsay Park - Tiling of 50m pool and dive tank	-	300*	Reduce ongoing maintenance costs
33f) Heritage Park - Parking	-	390	
33g) Heritage Park - Administration/Front Gate Development	-	4,000	
33h) Heritage Park - Street Car Loop		500	
TOTAL PER FIVE YEAR PLAN		$82,531	

			Total	Funded
Key:	(E)	Funded within 5 year Capital Budget Envelope	7,615	7,615
	(A)	Council Approved Project - Above Envelope	8,420	8,420
	(-)	Unfunded -	26,385	-
		TOTAL NEW PROJECTS	$ 42,420	$ 16,035
	(E)	Replacement, continuing and miscellaneous projects	32,964	32,964
	(-)	Miscellaneous growth and demand for service projects	7,147	-
		TOTAL PER FIVE YEAR PLAN	$ 82,531	$ 48,999

* Cost shared projects, gross cost quoted.

Priority setting has taken community contributions and Council commitments into account.

Major replacement projects are not listed as new projects (eg; Mount Pleasant Pool Replacement; South Glenmore Depot)

PARKS & RECREATION
CAPITAL PROJECTS 1988 - 1992

PROJECTS	STATUS	BUDGET ($000's)	COMMENTS
Replacement, continuing and miscellaneous projects	E	$32,964	
Miscellaneous growth and demand for service projects	-	7,147	
NEW PROJECTS (in order of priority)			
1) Cemetery Development	E	$ 600	To respond to need
2) Community Parks	E	3,371	Required by Development Agreement
3) North East Regional Park	A	4,390	"Cost shared City/CRC/ Community"
4) Nose Hill Parking	E	115	To accommodate current use
5) Sacramento/Seymour Depot	E	110	Complete temporary depot
6) West Bowmont Pathway	E	183	Pathway linkage through park
7) Crowfoot Rec. Centre	A	1,000	City Capital Grant
8) Crowfoot Athletic Park	A	450	Site servicing and landforming
9) Nose Creek Pathway	E	108	Completion to 64th Avenue
10) Nose Creek Park Thorncliffe	E	50	25% City Capital Grant
11) Indoor Soccer Facility	E	325	25% City Capital Grant
12) James Short Park	E	1,530*	Commitments to Parks Foundation & supporters
13) East Calgary Park	E	30	Development plan for park use
14) Tennis Courts	-	40	New development
15) Depot Replacement - Hillhurst	-	500	ARP & development pressure
15a) Heritage Park - Maintenance Shop	(-	3,800*)	Substandard working
15a)	(E	200*)	conditions
15b) Heritage Park - Nature Trail	-	65	Increase user activities
15c) Heritage Park - Warehouse Expansion	-	230	For rebuilding streetcars
16) Baker Centre	-	1,045	Potential agreement with province
17) Weaselhead	E	58	Parking
18) Weaselhead	-	315	Landscaping & washrooms
19) Bowmont Park	-	200	Road access & parking to new park area
19a) Zoo - North American Exhibit	(E	900*)	Ongoing from Panda
19a)	(-	5,100*)	Exhibit
19b) Fort Calgary - Signage	-	25*	Replace & upgrade interpretive signage
20) Nose Creek Park - Master Plan Implementation	-	200	Site development
21) Downtown Depot	-	200	Required to service parks, mall & plaza
22) Douglasdale Park	-	120	Regional park development
22a) Planetarium - Zeiss System Upgrade	-	195	Console & projector
23) Maple Ridge Golf Course	A	2,580	9 hole expansion
24) Pathway Connections	-	230	Completion of pathway linkages
25) Sacramento/Seymour Depot	-	500	Provide permanent depot
26) East Area Depot	-	500	To improve operations
27) Glenmore Park Master Plan Implementation	-	650	Bridge & park development
28) Richfield Site	-	250	Development of a chinese garden

Volume

2

1988 - 1992

Policies and Priorities

Volume II Appendices

CALGARY
PARKS & RECREATION
Adventure us

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B Role of the Parks/Recreation Board

C Structure of Department

D The Role of Municipal Government in the Parks and Recreation Delivery System (four propositions - a rationale)

E Benefit Index - Establishing Public Benefit for Various Municipal Parks/Recreation Services and Products

F Strategic Issues Facing Parks/Recreation Department

G Environmental Scan - Key Trends and Their Implications

H Household Survey - Municipal Services and Priorities

I Financial/Budget Survey

J Public Opinion Survey - Recreation and Park Services

K Parks/Open Space Discussion Interview

L Effectiveness of the Leisure Programming Delivery System

M/MC Community Development - A Rationale

The Olympic Legacy - Parks/Recreation Department Role

N Summary Report: Recreation Research and Policy Development for the Economically Disadvantaged

O Life Cycle Leisure - Age Group Strategies

P Impact of Subsidized City Activities on Community-Run Programs and Facilities

Q Strategy for Arena Development and Operation

R Facility Marketing Strategies

S Facility Life Cycle Management Study

T Facility Catchment Area Analysis (Service Radius)

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X Glossary of Terms

YZ Open Space and Facilities Maps

APPENDIX A

HISTORY OF PARKS/RECREATION DEPARTMENT

1885 - First park areas designated as reserves - Central Park and an area of about 30 acres adjacent to the Bow River.

1890 - St. Andrew's, St. George's and St. Patrick's Islands acquired after almost 3 years of negotiations with the Federal Government - now the location of the Calgary Zoo.

- Union Cemetery established.

1891 - First "Park Board" appointed - composed of Councillors A. Lucas, W.H. Cushing, and J. Bannerman to act on park development of the Zoo islands.

1894 - First formal tree planting and footpaths established on Zoo islands.

1900 - Bylaw 408 was passed in order to purchase what was then called the "Agricultural Grounds" - now the Stampede Park.

1907 - First bridge constructed to Zoo Island Park.

1909 - First Parks Commission appointed - responsible for development of parks and cemeteries.

1910 - J. Buchanan was appointed the first Superintendent of Parks and Cemeteries Department.

- Riley Park (20 acres) donated by Ezra H. Riley to the City.

- In exchange for extending the street railway Frank Shouldice dedicated approximately 100 acres for park purposes.

- Title was secured for Shaganappi Park (90 acres).

1911 - J. Buchanan resigned and R. Iverson replaced him.

1912 - Recreation and Playground Committee was started to organize recreation programs.

1913 - Mr. Iverson resigned and was succeeded by W.H. Reader.

1914 - First 'garden plots" (134) leased to residents through the Parks Department.

1915 - Parks Department erected Calgary's first municipal Christmas Tree.

1916 - First Golf Course (9 holes) developed at Shaganappi Park.

1918 - A pen was erected on St. George's Island marking the first step towards development of what was a decade later to become the Calgary Zoo. Two young mule deer were placed in it.

1923 - Dedication of Crescent and Stanley Parks.

1928 - Zoological Society formally established - Tom R. Baines appointed Zoo Keeper.

1929 - First City Stadium constructed at Metwata Park.

1933 - First work begun to produce Dinosaurs for the Zoo's Natural History Park - an inspiration of Lars Willumsen. Most of the more than 50 specimens have been created by John Kanerva.

1940 - Under the Parks Superintendent the first full time Recreation Director was hired to assist with recreation program development.

- First municipal swimming pool (outdoor) was opened to the public in Mewata Park.

1947 - Prince's Island was purchased by the City for park development.

1951 - First winter indoor recreation program was begun at Colonel Walker School.

- Shaganappi Golf Course was the first ski hill opened with ski lifts.

1953 - First day camp program established by the Department on Prince's Island.

1956 - First outdoor artificial ice rink built as a Lion's Club project in South Calgary Park (now Kinsmen Arena).

1958 - First Arbor Day tree planting program initiated by J.W. Grant MacEwan who was then a Calgary Alderman.

- First adult recreation programs started in schools by the Parks/Recreation Department.

1960 - Development of McMahon Stadium - home of the Calgary Stampede Football Club.

1963 - First meeting of the Heritage Park Society.

1964 - Opening of Heritage Park.

- Opening of the first indoor artificial ice arena at Glenmore and the first indoor swimming pool at Killarney.

1967 - Adult recreation/education programs come under the joint responsibility of the School Boards and the Parks/Recreation Department.

- Opening of the Calgary Centennial Planetarium July 1, 1967.

1970 - Under the initiative and leadership of Alderman John Ayer, the long fight began to restore and preserve the Fort Calgary site. After 7 years Calgary's Centennial project open its doors to the public in May 1978. Civic, Provincial and Federal levels of Government have recognized the significance of the site locally and regionally, and the City in September 1974 approved the establishment of a 28 acre prairie park, modern interpretive centre to "Tell the City's Story".

1972 - First steps taken to decentralize programs and services of the Parks/Recreation Department.

1973 - The Provincial Government purchased the first land to be developed into Fish Creek Park, a unique urban provincial park.

1977 - Devonian Gardens opened. It has been acknowledged as Canada's most dramatic downtown park - a 2.5 acre paradise of plants, trees, and pathways winding around quiet gardens, very large decorative pools, waterfalls and a special area created for the performing arts and art oriented displays.

1975 - Fort Calgary site dedicated after work by Alderman John Ayer to develop the site as a Calgary Centennial project.

1976 - Nose Creek Concept Plan approved for Nose Creek to take on a regional recreation focus. The creek valley extending from the Bow River in the south to 80 Avenue in the north is destined to provide a multi-use trail system; picnic areas; playfields, tennis and natural areas. Tentative scheduled completion date is 1986.

1977 - Devonian Gardens, conceived by the Devonian Group of Charitable Foundations, was a gift to the citizens of Calgary from the Devonian Group and Calford Properties. The Gardens are operated and maintained by the Parks/Recreation Department.

1979 - Approval given for development of Village Square and Palliser Leisure Centres - complexes include the first indoor pools with waves to be developed in North America.

1980 - Approval given for development of Nose Hill Park - a 2,700 acre regional park in the northwest sector of the City.

1980 - Lindsay Park Aquatic Centre and the Alberta 75 Fieldhouse is now being developed on a site adjacent to the Stampede and Exhibition Grounds south of the Elbow River. This facility will be completed by 1983 Western Canada Games.

1983 - Lindsay Park, a multi-purpose athletic training and competition facility opens for the Western Canada Games and ongoing use by Calgarians and their athletes - operated by the users, the Lindsay Park Society.

1983/4 - Calgary opens three leisure centres complete with wave pools, arena facilities, gyms, art centres, fitness facilities and racquet courts (at 2 locations): two City facilities (Southland and Village Square Leisure Centres) and one community (the South East Calgary Family Leisure Centre (constructed and managed by five community association).

1984/5 - Formal operating agreements signed between the City and two societies to encourage community management of special facilities: the Fort Calgary Society and the Centennial Planetarium and Pleiades Theatre Society.

1985 - Parks Foundation, Calgary created to encourage community participation in the development, maintenance and operation of the City's parks and recreation system.

1986 - Commitments made to three major downtown park developments; the Olympic Plaza, James Short Park and the Barclay Mall terminus at Princes Island.

APPENDIX B

ROLE OF THE PARKS/RECREATION BOARD

History

- In 1891, Council appointed the first "Parks Board", composed of Councillors A. Lucas, W.H. Cushing, and J. Bannerman to act on park development of the Zoo Islands.

- In 1909, a "Parks Board" was established to advise Council on management policies related to parks, cemeteries and boulevards in the City.

- In 1947, Council passed By-Law 3714. The Calgary Recreation Commission was established to advise Council on:

  1. matters of policy and management with respect to sport, athletic and recreational activities in playing fields, parks, playgrounds and recreation centres in the City, and

  2. on the location and construction of new sites and facilities and the improvement of existing sites and facilities.

- The Municipal Government Act,Revised Statutes of Alberta, 1970, Chapter 246, Sections 208 and 209, provided for the appointment of a parks board and the establishment of a recreation board to be appointed by a resolution of Council.

- In 1973 Council adopted By-law 8599, which established a board to advise Council on both parks and recreation matters. The Parks/Recreation Board:

  1. consisted of 2 members of Council, 1 Public School Trustee, 1 Separate School Trustee, 6 Citizen Appointees, and

  2. made recommendations on policies relevant to parks and recreation matters through the Standing Policy Committee on Community Services to Council.

Present Role

- Since 1973, the composition and reporting relationship between the Parks/Recreation Board and Council has remained the same.

- The Parks and Recreation Board presently reports to Council through the Standing Policy Committee on Community Services. The Board has in the past suggested an amendment to its incorporating By-law permitting the Board to report directly to Council. The amendment was not approved by Council, but the reporting relationships remain a concern to the Parks and Recreation Board and should be addressed again in the near future.

- Under the current system of municipal government, City Council has available to it the resources of the entire municipality. Therefore it is preferable that decision making power and accountability be retained by this body. Under these circumstances, the Board has remained an advisory rather than a decision-making body.

- However, the role and terms of reference of the Board were updated in By-law 25M80, and adopted by Council in April 1980.

- The Parks/Recreation Board, as a policy advisory committee:

  1. makes its assessments, comments and recommendations on policies related to:

     a. the provision of parks/recreation facilities, services and programs.

     b. public awareness and participation in parks/recreation development.

  2. considers the Parks/Recreation Department's annual budget submission and forwards comments and recommendations to the Finance and Budget Committee and/or Council.

  3. reviews community applications under Provincial and other grant programs, and makes recommendations on allocation of funds for individual applications.

  4. carries out such duties and investigations as directed by Council.

  5. may request that their recommendations on parks/recreation matters be referred to Council when it is considered to be necessary or expedient.

- The Parks/Recreation Board is an essential link between the Department and the public. The Board assists the Department in the development of policies for Council's approval by:

  1. identifying alternate proposals reacting to new ideas, concepts and plans generated within the Department.

  2. identifying alternatives to outdated and inequitable policies, particularly where the public disagrees or seeks exemption with respect to existing policies.

  3. encouraging and providing citizen input on Department proposals.

- In order to maintain this link, the Department:

  1. reviews with the Board every two years the role and terms of reference for the Parks/Recreation Board.

2. promotes public awareness of the Board through:

   a. more active involvement in public interaction activities such as public meetings.

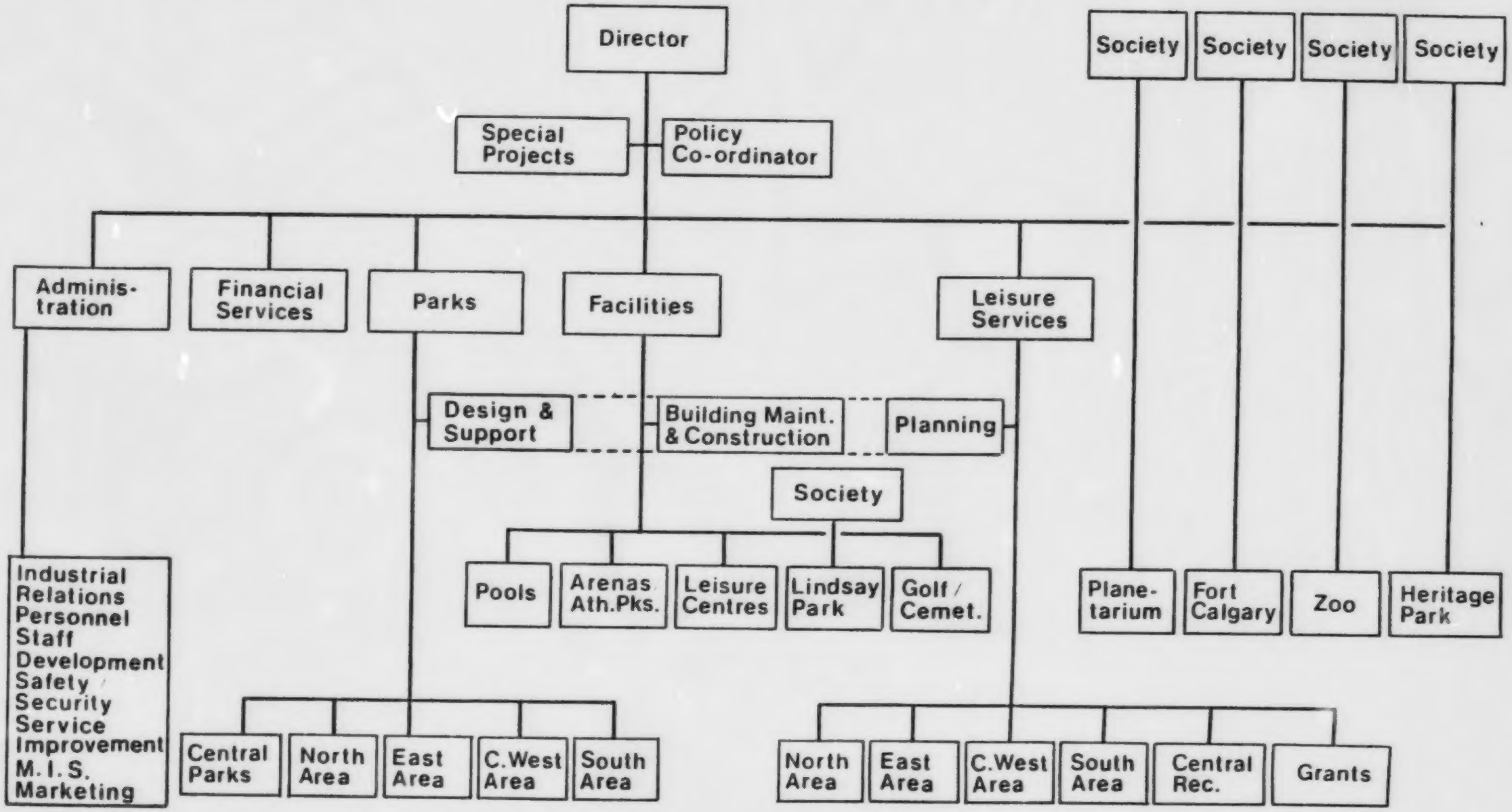
   b. discussions between the Board and key organizations or individuals in recreation such as Minor Sports Calgary.

   c. advertising of monthly meetings and highlighting issues of interest.

- When appointing Parks/Recreation Board members, the Nominating Committee of Council considers candidates on their demonstrated leadership, and their interest and expertise in the parks/recreation field.

- It is also Council's policy to provide opportunity for training and orientation that will develop the Parks/Recreation Board's interest and knowledge of Departmental activities and policies.

Parks / Recreation Department
1986
Organization Chart


Director
Special Projects
Policy Co-ordinator
Society
Society
Society
Society
Adminis-tration
Financial Services
Parks
Facilities
Leisure Services
Design & Support
Building Maint. & Construction
Planning
Society
Pools
Arenas Ath.Pks.
Leisure Centres
Lindsay Park
Golf / Cemet.
Plane-tarium
Fort Calgary
Zoo
Heritage Park
Industrial Relations
Personnel
Staff Development
Safety / Security
Service Improvement
M. I. S.
Marketing
Central Parks
North Area
East Area
C.West Area
South Area
North Area
East Area
C.West Area
South Area
Central Rec.
Grants

APPENDIX D

RATIONALE

THE ROLE OF MUNICIPAL GOVERNMENT IN THE PARKS AND RECREATION DELIVERY SYSTEM

PROPOSITION 1: URBAN SOCIETY EXPECTS A COMPREHENSIVE SET OF PARKS/RECREATION OPPORTUNITIES, SEEN AS ESSENTIAL TO QUALITY OF LIFE.

Parks, open spaces and natural environmental reserves are expected components of the City for a number of reasons:

- Needs for active and passive recreation opportunities.
- A setting for outdoor education.
- Environmental protection/preservation (acquifers, flood plains, wood lots, habitats, 'urban lungs' of green plant material).
- A key component of the man-made environment (buffers, noise barriers, aesthetics, links and corridors).
- A source of civic pride and a prime tourist attraction.

Urban recreation opportunities are essential:

- To offer a break from work/school, to ensure on-going productivity.
- For health and well-being in an increasingly sedentary and stressful society (physical and mental fitness).
- For skill development, complementing other educational programs to help individuals achieve their full human potential.
- As a means of interacting with others, building strong neighbourhoods and communities of interest.

PROPOSITION 2: WHILE MANY PARKS/RECREATION SERVICES CAN BE PROVIDED BY THE COMMERCIAL OR PRIVATE SECTOR, THERE IS A SUBSTANTIAL ROLE FOR BOTH THE PUBLIC AND VOLUNTARY SECTORS.

Many expected services do not produce revenue and are therefore of little interest to the private, profit-oriented sector:

- Preservation/protection of natural areas (limited use).
- Community/development (assisting the voluntary sector).

Other services expected by the public cannot produce sufficient revenue to cover all related costs, requiring a subsidy ($ or time) from the public and/or voluntary sector:

- Programs and facilities in low income areas.
- Large, educational/preservation facilities where the user has traditionally not been asked to cover all costs (e.g. Zoo, Planetarium, Historic Parks).

- Facilities that are expensive to operate and apparently not marketable at commercial rates (pools, athletic parks).
- Services for individuals with special needs (e.g. disabled).

Control and regulatory functions requiring objectivity and accountability e.g.

- Related to safety and health.
- To protect finite resources.
  - user/interest group conflicts (e.g. preservation vs. use).
  - coordination of market forces that might lead to over or unbalanced development.

PROPOSITION 3: GOVERNMENT DOES AND SHOULD ENCOURAGE THE VOLUNTARY SECTOR TO ASSUME AS MANY OF THE ROLES OUTLINED IN PROPOSITION 2 AS POSSIBLE; RESIDUAL ROLES, THOSE THAT CANNOT BE ASSUMED BY A VOLUNTARY AGENCY, BECOME THE RESPONSIBILITY OF GOVERNMENT.

Government would be expected to provide parks/recreation services in the following situations:

- When the necessary skills to do the job cannot be developed by, hired by or otherwise transferred to the community.
- When effective provision depends on a large, efficient team and/or equipment that can only be assembled by a central organization.
- When the activity calls for coordination and/or regulation of a number of agencies and/or interests.
- When government investment in an attraction/event/resource can effectively generate and stimulate economic growth (opportunities for the private and voluntary sectors).
- When a combination of commercial and community services fails to ensure accessibility to certain citizens (e.g. geographic distribution, economic barriers, the elderly or disabled).
- To ensure the availability of services now regarded as a public good or utility, government is expected to maintain a core of staff capable of providing the basic level of service needed should the voluntary or private sector either need assistance or cease to provide.

PROPOSITION 4: EVEN WHEN GOVERNMENT IS REQUIRED TO PROVIDE A SERVICE, THE ACTIVITY SHOULD BE UNDERTAKEN WITH A VIEW TO POTENTIAL EVENTUAL TRANSFER TO OR INVOLVEMENT OF THE VOLUNTARY SECTOR - A DEVELOPMENTAL APPROACH.

Local government has had some success in transferring both programs and facilities (outdoor pools, arenas, golf courses) to the voluntary sector. Community initiative has also been shown in certain aspects of parks maintenance (Adopt-A-Park, Adopt-A-Rink).

In all cases, government retains its responsibility for ensuring public accessibility to recreation and park opportunities; involvement of a community agency in planning, development and operation simply adds additional benefits:

- The involvement helps build strong communities (geographical and community of interest).
- Volunteerism is a satisfying leisure activity for many.
- The community is often best able to identify and plan for its own needs.
- Involvement of the voluntary group is usually cost-effective.

BENEFIT INDEX

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ACKNOWLEDGEMENTS

I would like to recognize the support and assistance of a number of people who participated in the development of this report.

The development of the concept of a benefit index was a joint undertaking by Jack Harper and Kenneth Balmer who worked together jointly on all aspects of the study.

Special thanks to Colleen Plumton who served as a research assistant and handled details of the national panel survey and questionaire. As well I would like to thank all of those who participated in the national panel survey and the staff and volunteers who participated in the Calgary survey.

CITY OF CALGARY
PARKS AND RECREATION DEPARTMENT
"A BENEFIT INDEX"

1. INTRODUCTION

The public recreation system is based on the fundamental belief that access to basic recreation opportunities is the right of all citizens, not just a privilege for those who can afford to pay for services. This belief is held because it is acknowledged that there are significant benefits from participation in recreation and it is in the general public interest to provide services which contribute to individual and community growth and development. As Goodale (1985) points out, "public recreation services began for the purpose of making resources, thus opportunities, available in forms not otherwise provided and for people who would not otherwise have access." This point alone justifies public involvement in the development and distribution of basic recreation opportunities.

The dilemma within the public recreation sector is the lack of a clear understanding of what constitutes basic services and therefore to what degree certain services should receive subsidy. Johnston (1979) believes that public subsidy cannot be justified solely on the basis of "satisfying public demand." He believes that public subsidy can only be justified when recreation services provide a direct or indirect benefit to all residents resulting in individual or community growth and development. He goes on to define 12 service objectives which lead to individual growth and 9 service objectives which result in community growth and development. These, he suggests, provide the justification for tax subsidy for services from which everyone benefits either directly or indirectly.

Efforts have been made in recent years to develop a more analytical tool for measuring and defining basic public services and determining the justification for public involvement.

An early model, the Perc Priority Rating System, was developed by Johnston (1976) to assist in priorizing recreation facility development.

More recent efforts have concentrated on the development of a basic services model. John Crompton (1980) views recreation services on a continuum and defines three categories of activity. The first is public services where clearly everyone in the community benefits and all costs are offset through general taxes. The second category is merit services where the participant in the activity receives the primary benefit although there is some general benefit to the community. In this case the user is expected to pay a portion of the costs in relation to the personal benefit received. At the other end of the continuum are services which are viewed as private or those in which the participant receives all of the benefit and therefore would be expected to pay the full cost of the service.

Larry Beres (1985) and others (Soles, 1982; Brimacomb, 1984) have worked with these concepts in the development of a "basic services model." This model uses a system of evaluative criteria and a scoring matrices to priorize services deemed worthy of public support. The criteria require that a service must meet the "philosophical fit" of the department, and be socially worthwhile, reasonably accessible, contribute to human development, carried out in a safe environment and respond to a clearly defined, proven need.

The City of Calgary, like many communities, is faced with increasing pressure to provide more service with decreasing resources. As a response to this pressure, decision makers are asking for greater accountability and evidence to support the distribution of public resources.

There is a growing tendency to support programs that can demonstrate their effectiveness based on well defined measures of economic benefit. This has given rise to an analysis of fees and charges in many communities in an effort to find "the price that's right." This matter is the subject of great debate on whether any fee, however small, presents a barrier to some citizens and whether the imposition of fees limit the justification for including recreation as a public service.

In addition to economic benefit, there are several other factors which must be considered when decisions about public subsidy are considered. The City of Calgary, Parks and Recreation Department has established a "Benefit Index" consisting of five broad categories of benefit. The objective of the index was to develop a means to determine the ammount and type of benefit which resulted from various parks and recreation services and establish the degree of tax subsidy which could be justified. The categories included:

1. personal benefit
2. social benefit
3. economic benefit
4. environmental benefit
5. intangible benefit

In theory, it is generally accepted that recreation is a vehicle to overcome social problems. In order to support this notion, programs which deal with individual growth and development are deemed worthy of public (tax) support even though they must be heavily subsidized. The whole community benefits because it becomes a better place to live. It is equally acknowledged that recreation provides for personal and community growth and development, environmental enhancement and protection and results in economic growth. (A recent Ontario study concluded that Recreation is a 10 billion dollar industry in that Province.)

The "Benefit Index" developed herein provides a tool to measure the extent to which parks and recreation services and products provide for the benefits described and therefore, the degree to which public (tax) support can be justified.

2.0 METHODOLOGY AND APPROACH

2.1 STEPS IN THE PROCESS

Development of the benefit index consisted of four basic steps:

- Identification and definition of benefits
- Evaluation of the extent to which 19 parks and recreation services contribute to each of the defined benefits.
- Determine the weight or emphasis that each benefit should be assigned relative to the importance other benefits.
- Rate the department services based on a calculation of the benefit received from each service centre multiplied by the weight assigned to each benefit

2.2 DEFINITION OF BENEFITS

The 21 benefits identified for the purpose of this study reflect the fundamental beliefs and mission of the City of Calgary Parks and Recreation Department. These beliefs are described in detail in the Department's mission statement (1986) but in summary the Department supports the belief in:

- the potential of each citizen
- the importance of the natural environment
- community self-help

The Departments mission is to "ensure the provision of leisure opportunities for all Calgarians" and the "protection and enhancement of the environment, natural and manmade." After carefull consideration of the implications of the mission statement several categories of benefit were identified, each with a set of well defined benefits. The definition of each benefit appears in appendix A. Listed below are the categories and the benefits which fell into each category.

Personal Benefit

1. individual growth and development
2. % of population using regularily
3. % of population who might use the service
4. basic service to poorer residents

Social Benefit

1. prepares individual to cooperate with others
2. prevents social problems
3. develops strong communities
4. reduces health problems and costs
5. opportunities for underemployed
6. integrates disabled, disadvantaged and socially alienated

Economic Benefit

1. saves property owner expense
2. increases property values (and taxes)
3. assists tourist industry
4. job creation
5. attracts industry
6. stimulates leisure retail industry

Environmental Benefit

1. community visual appeal and function
2. protection of natural environments
3. avoidance of costly damage due to mismanagement of the ecological system

Intangible Benefit

1. contributes to civic identity and pride
2. desire to replace volunteer effort

The list of benefits and their definitions reflect current thinking and literature in the field related to this matter, and reflect the goals and onjectives of the Calgary parks and recreation department. They were then reviewed with a group of senior managers for major municipal parks and recreation departments across western Canada at the Leisure Directions West workshop in Banff, Alberta. This resulted in a careful assessment of each of the benefit statements and a broader interpretation of their definitions. As a result, two additional benefits were added and several others modified.

2.3 WEIGHING THE BENEFIT OF PARKS AND RECREATION SERVICES

Each parks and recreation service provides a varying degree of benefit to users and non-users alike. The motivation of a participant is greatly influenced by the benefit sought from the experience. It is likely that each service provides a varying degree of benefit to the user depending on a combination of factors such as level of the service, intensity and frequency of participation, and quality of the service, to name a few. Public parks and recreation services also provide a measure of indirect benefit to non-users as well.

It was therefore necessary to establish a realistic measure of the extent to which each of 19 parks and recreation services or products available in the City of Calgary contributed to the benefits described.

To accomplish this, four national panels of experts were selected and asked to give their opinions about the merits of each service relative to the 21 benefits.

The national panels were selected based on their expertise in the categories of benefit defined. They included:

1. Leisure/Recreation Experts

This group included senior department heads from parks and recreation departments, provincial governments, faculty at universities and colleges, and consultants working in the broad field of parks and recreation. They were selected because it was assumed that the response of "generalists" would not reflect any particular bias. They were asked to complete an assessment of all 21 benefits.

2. Social Planners and Practitioners

Persons working in the area of social issues were asked to complete the measures of individual and social benefit. They were chosen from groups of social workers, provincial and municipal government staff, colleges and universities, and voluntary agencies active in this area.

3. Economists

The panel of economic experts was drawn from persons working in the economic development area. This included economic development departments, business leaders, real estate firms, universities, and government departments. The economists were asked to complete an assessment of the 6 economic benefits.

4. Environmentalists

The environmental panel was comprised of environmental planners, designers and researchers. They included landscape architects, consultants, urban planners, university and college staff and representatives of various agencies active in environmental issues.

National panels of experts were used because of their knowledge in selected areas. There was no need for them to be familiar with the City of Calgary or it's services. Decisions about the relative merits of each service was not based on Calgary's approach to providing the service. Rather, it was solely based on an understanding of how much benefit accrued to participants / non-participants as a result of the service.

Communities offering similar services could use the results of the national panels assessment to undertake a local evaluation of services. It would, however, only have local significance when combined with a weighting of the 21 benefits.

This approach should not be viewed as an attempt to establish general standards. It was considered the best way to generate an unbiased assessment of generic parks and recreation services. The degree to which public support for parks and recreation services can be justified is determined in the next step where local, community specific concerns are considered by weighting or priorizing the benefits.

2.4 PRIORIZING AND RANKING THE BENEFITS

Determining the relative importance of each of the 21 benefits is essentially a local "political" matter. The weight assigned to the 21 benefits would likely vary from one community to another depending on local circumstance.

In Calgary, ranking the benefits in order of importance was accomplished by distribution of a mail out/mail return survey during the month of June. The sample was drawn from people who were in decision making positions or positions of influence with respect to public parks and recreation services.

A total of 153 questionnaires were sent out to aldermen, parks and recreation board members, commissioners, department heads, parks and recreation senior staff, community association presidents, and service clubs.

Essentially the task was to rate the benefits on a scale of 0-10. Each person was asked to consider the list of benefits carefully and then select the benefit that offered the best justification for tax subsidy. This benefit was to be assigned the highest rating, likely a 10. They were then to select the benefit which presented the least justification for tax subsidy and assign it their lowest rating, likely a 0. All other benefits were assigned a rating between 0-10 based on the degree to which the benefit justified tax subsidy.

The benefits were then ranked (weighted) on the basis of mean score calculations from all respondants.

2.5 MEASURING THE BENEFIT

The final step in the exercise was to calculate the reletive merits of each of the services of the Calgary Parks and Recreation Department. This was accomplished by multiplying the weight or rank of each benefit (assigned by the panel of Calgarians) by the mean score of each service assigned by the national panel of experts. A matrix was developed to visually display the results. Once calculated, the scores indicate those services in the City of Calgary which appear to provide the greatest degree of benefit and therefore should receive the greatest level of public support through tax subsidy.

3.0 ANALYSIS OF DATA

The following section outlines the steps taken to evaluate the parks and recreation services in the City of Calgary and the results achieved through the application of the "benefit index."

3.1 WEIGHING THE BENEFIT OF PARKS AND RECREATION SERVICES

The task of assessing the value of public recreation services in relation to the benefits described was assigned to specially selected panels of experts in their field. The response to the survey resulted in a total of 61% of the questionnaires being returned. A summary of the response from the panel of experts follows in table 1.

TABLE 1. RESPONSE FROM PANEL OF EXPERTS

CATEGORY	SAMPLE	RETURNS	%
1. LEISURE/RECREATION	66	41	62%
2. ECONOMISTS	12	7	58%
3. ENVIRONMENTALISTS	21	15	71%
4. SOCIAL PLANNERS/PRACT.	14	6	42%
TOTAL	113	69	61%

Following is a list of the 19 service centers and the two highest ranked benefits assigned by the panel of experts. A complete list of the ranking of each benefit appears in appendix B and a summary of the average scores assigned to each service centre appears in appendix E.

Table 2. PRINCIPAL BENEFIT OF EACH SERVICE

SERVICE CENTRE	BENEFIT
1. Indoor pools	Individual growth and development Reduces health problems and costs
2. Outdoor pools	Basic services to poorer residents Increase property value
3 Wading pools	Basic services to poorer residents Individual growth and development
4. Arenas	Civic identity and pride Individual growth and development
5. Natural Ice Rinks	Basic services to poorer residents Reduces health problems and costs
6. Golf courses	Assists tourist industry Civic identity and pride
7. Athletic parks	Assists tourist industry Civic identity and pride
8. Comm. sports fields	Prepares indiv to coop with others Basic services to poorer residents
9. Comm. art centers	Individual growth and development Developes strong communities
10.Lawn bowling	Community visual appeal Individual growth and development
11.Neigh. mini parks	Basic services to poorer residents Community visual appeal
12.Neigh./ Comm. parks	Basic services to poorer residents Community visual appeal
13.Regional parks	Community visual appeal Protection of natural environment
14.Natural areas	Protection of natural environment Basic services to poorer residents
15.Pre-school recreation	Basic services to poorer residents Prepares indiv. to co-op with others
16.Children	Basic services to poorer residents Individual growth and development
17.Youth/teen recreation	Individual growth and development Basic services to poorer residents
18.Adult rec. program	Individual growth and development Developes strong communities
19.Senior rec. program	Individual growth and development Basic services to poorer residents

3.2 BENEFIT RANKING

Questionnaires with instructions to rank the 21 benefits were sent to 153 people in the City of Calgary who have a direct responsibility for the delivery of parks and recreation services either as volunteers or as staff. A summary of the survey distribution appears in table 3.

TABLE 3. RESPONSE TO BENEFIT RATING SURVEY

	CATEGORY	SAMPLE (N)	RETURN	
1	Aldermen	14		
2	Parks and Recreation Board	11		
3	Commissioners, Department heads (other) parks and recreation department staff	10		
4	Community association presidents	109		
5	Foundations and service clubs	9		
	TOTAL	153	52	33.9%

In total, 52 responses were received which represent a 33.9% return rate. No breakdown of responses based on the above categories was available because all responses were confidential.

The survey sample was drawn from individuals who had a responsibility for the provision of parks and recreation services at various levels within the system. The large number of volunteer community association presidents may have had an effect on the final results because they were overrepresented in proportion to other groups. Non- the- less, the results are an important reflection of the significance of certain benefits within the parks and recreation system and should be viewed in that light.

Following is a list of the benefits ranked by order of importance. (Table 4)

TABLE 4. BENEFITS RANKED IN ORDER OF IMPORTANCE

RANK	BENEFIT	MEAN
1.	BASIC SERVICE TO POORER RESIDENTS	7.51
2.	PROTECTION OF NATURAL ENVIRONMENTS	7.19
3.	CIVIC IDENTITY AND PRIDE	7.08
4.	COMMUNITY VISUAL APPEAL AND FINCTION	7.02
5.	DEVELOPS STRONG COMMUNITIES	6.90
6.	% OF POPULATION USING REGULARILY	6.32
7.	INDIVIDUAL GROWTH AND DEVELOPMENT	6.10
8.	AVOIDANCE OF COSTLY DAMAGE DUE TO MISMANAGEMENT OF THE ECOLOGICAL SYSTEM	6.06
9.	PREVENTS SOCIAL PROBLEMS	5.92
10.	REDUCES HEALTH PROBLEMS AND COSTS	5.76
11.	INTEGRATES DISABLED, DISADVANTAGED AND SOCIALLY ALIENATED	5.70
12.	JOB CREATION	5.38
13.	% OF POPULATION WHO MIGHT USE	5.18
14.	ASSISTS TOURIST INDUSTRY	5.16
15.	ATTRACTS INDUSTRY	5.10
16.	PREPARES INDIVIDUAL TO COOPERATE WITH OTHERS	5.08
17.	INCREASE PROPERTY VALUES (AND TAX REVENUE)	4.73
18.	OPPORTUNITIES FOR UNDEREMPLOYED	4.67
19.	DESIRE TO REPLACE VOLUNTEER EFFORT	3.78
20.	SAVES PROPERTY OWNER EXPENSE	3.76
21.	STIMULATES LEISURE RETAIL INDUSTRY	3.64

The results of the benefit ranking exercise conducted in the City of Calgary clearly demonstrated a desire to continue the committment to the mission and goals of the Department and the fundamental beliefs on which they were based ie: the potential of each citizen, the importance of the natural environment, and community self-help concepts.

It was interesting to note that the first five benefits fell into a tight group with mean scores between 7.51-6.90 and they were clearly separated from the next group of benefits. The next closest mean score for the sixth ranked benefit was 6.32.

The five benefits ranked highest, reflect the Departments goals (1986) and committment to:

- basic services and provision of opportunities which allow the development of the potential of each citizen (benefit 1)

- protection and importance of the natural environment which is a source of civic pride and projects a visual image of the community (benefit 2, 3, and 4)

- community self-help which results in the development of strong communities (benefit 5)

In general, the results of the benefit ranking placed relatively less importance on those areas related to economic benefit. This finding was significant in that so much attention in recent years had been placed on justifying public recreation services on the basis of economic benefit. This however, may also be due to staff and volunteers firmly believing that what they are doing is socially worthwhile and that recreation is a vehicle to contribute to individual and community growth and development.

Clearly, the results of the benefit ranking exercise illustrated there is a strong desire to support basic services and concentrate on those activities that justify public involvement in recreation in the first place.

3.3 IMPLICATIONS OF THE SERVICE WEIGHTING AND THE BENEFIT RANKING

The overall objective of the "Benefit Index" was to determine the degree to which various parks and recreation services in the City of Calgary met the benefits described, thereby justifying tax support for the service.

To accomplish this, the ratings by the national panel of experts were multiplied by the weight of the benefit (priority) assigned by the local Calgary panel. This allowed the 19 services of the department to be ranked on the basis of how well they met the 21 benefits. The composite rating and subsequent ranking of the services appears in table 5 and a complete list of all scores appears in appendix C.

TABLE 5. COMPOSITE SERVICE RATING IN RANK ORDER

RANK	SERVICE CENTER	AVE.SERVICE RATING *
1.	NATURAL AREAS	36.34
2.	REGIONAL PARKS	35.02
3.	ATHLETIC PARKS	34.95
4.	NEIGHBORHOOD/COMM. PARKS	34.53
5.	COMMUNITY SPORTS FIELDS	34.41
6.	INDOOR POOLS	33.32
7.	YOUTH/TEEN PROGRAMS	31.67
8.	NEIGHBORHOOD MINI PARKS	30.66
9.	ARENAS	30.55
10.	CHILDREN REC PROGRAM	30.49
11.	COMMUNITY ART CENTRES	30.29
12.	PRE-SCHOOL REC. PROGRAMS	30.09
13.	SENIOR REC. PROGRAMS	30.07
14.	ADULT REC. PROGRAMS	29.29
15.	OUTDOOR POOLS	28.99
16.	GOLF COURSES	26.90
17.	NATURAL ICE RINKS	26.41
18.	WADING POOLS	24.50
19.	LAWN BOWLING	22.13

* Scores are based on Ave weight of benefit scored out of 10 multiplied by ave. service rating out of 10. Total possible score of 100.

Once again it is interesting to note that the above rankings reflect closely the mission, goals and objectives of the City of Calgary, Parks and Recreation Department and reflect the things they are striving to accomplish.

4.0 IMPLICATIONS AND CONCLUSIONS

There are some conclusions which can be drawn from this review. The primary concern however, is for the implications this process has for the leisure service system.

It is logical to assume that present services provided by the City of Calgary, Parks and Recreation Department would meet the benefit criteria reasonably well although some services have more general support than others. Presumably, present services have been provided and justified on the basis of the departments mission, and only those services deemed to be central to that mission have been supported. As new services/products are considered however, an analysis on the basis of the Benefit Index would allow the department to discriminate between services that are worthy of public support and those that are not. It might also be possible to establish a measure of the degree of public support (10%, 25%, 75%, 100%) justified from one program to another, based on how well the service provides for the 21 benefits.

It should also be recognized that within each of the major"service centres" there are a variety of unique services/products. If evaluated individually, there are some products that would be more worthy of public support than others. As an example, within the indoor pool category there are neighborhood teaching/recreation pools, competative pools (Lindsay Park Aquatic Centre) and major leisure pools (Village Square). Each of these pool types have different objectives, are intended to serve different client groups and indeed have different rates and fees. It is likely that neighborhood pools do a better job in providing "basic services to poorer residents" than the leisure centre pools because of the fees governing use.

In general, however, it appears that there is strong support for basic services that provide a direct or indirect benefit to all residents whether they are users or non- users. The benefit ranking exercise indicated that services which relate to the open space system (athletic parks, regional parks, community sports fields and neighborhood parks) are perceived to provide the greatest overall benefit in this respect. The open space system provides a number of benefits to users and non-users alike because it contributes to the aesthetic appeal of the community and results in civic identity and pride. Less emphasis on economic benefits was evident and the message appeared to be that there was a strong desire to "provide services not otherwise available and to people for whom access to recreation opportunities would not otherwise be possible" ie. basic recreation services.

All of the services evaluated by the benefit index were shown to have merit. The amount of support they received is a relative matter. None failed to receive a rating lower than 22.13 and the highest was 36.34.

The evaluation generally placed open space considerations at the upper end of the scale with facilities in the mid range and programs at the lower end of the ratings. The benefit which came up often in the evaluation was "basic services to poorer residents". As well, the top five rated benefits do not appear to reflect the actual emphasis on recreation and park development priorities and decisions in Calgary in recent years. There has been a heavy emphasis on major facility and program development in recent years which is not necessarily the best vehicle to meet basic service objectives and community development initiatives.

The principal implications for the development of public recreation services is for administrators to be aware of the various benefits which result from participation in recreation activities and use these benefits as a justification for tax support of the service. It is essential that decision makers be made aware of not only the economic benefit but also the other benefits of individual, social, environmental and community growth and development which occur as a result of the parks and recreation system. When decisions about public support for parks and recreation services are made these benefits must be kept in mind.

Communities offering services of a similar nature to the City of Calgary could use the results of several aspects of this research. Of particular use would be the national panel of experts assessment of the degree to which various parks and recreation products meet the benefits described. Each community undertaking this type of analysis would have to rank or priorize the 21 benefits individually to reflect local circumstances.

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APPENDIX A

DEFINITION OF BENEFITS

BENEFIT: INDIVIDUAL GROWTH AND DEVELOPMENT

Extent to which the facility/park/program contributes to the growth and development of the individual (physical, mental, creative). Some services are more constructive, developmental and/or educational than others.

BENEFIT: % OF POPULATION USING REGULARLY

Non-users support a facility/park/program through tax contributions. Users pay both through taxes and user fees. It is assumed that as the percentage of the total population who use the opportunity increases there will be an increased willingness to subsidize or use tax support.

BENEFIT: % OF POPULATION WHO MIGHT USE

Current non-users might use the opportunity at some time in the future. It is assumed that these individuals or groups might be prepared to subsidize the facility/park/program to preserve the opportunity in case of future need or interest.

BENEFIT: BASIC SERVICE TO POORER RESIDENTS

The extent to which the facility/park/program is regarded as a basic service or utility (such as roads, schools, etc.) that should be made available at little or no charge to all citizens, including those who cannot afford to pay a significant user fee.

BENEFIT: PREPARES INDIVIDUAL TO COOPERATE WITH OTHERS

Extent to which the service helps to prepare individuals to become useful members of the community (emphasis on cooperation, respect for authority, constructive competition, etc.). The greater the payoff to the overall community, presumably the greater the interest in a subsidy.

BENEFITS: PREVENTS SOCIAL PROBLEMS

Extent to which the service helps avoid basic social problems such as loitering (nothing to do) and crime (including vandalism). Some problems could well cost society more to correct than the investment in the facility/park/program that might prevent the problem arising.

BENEFIT: DEVELOPS STRONG COMMUNITIES

Some facilities/parks/programs directly contribute to the development of strong neighbourhoods and communities of interest. It is assumed that there is general taxpayer interest in a strong voluntary sector and additional subsidy would be available for such opportunities.

BENEFIT; REDUCES HEALTH PROBLEMS AND COSTS

Some facilities/parks/programs host activities which build healthy individuals (physical and mental) thus reducing related health and stress-related medical costs that are often borne by society.

BENEFIT: OPPORTUNITIES FOR UNDEREMPLOYED

Extent to which the facility/park/program offers a temporary and meaningful involvement for the unemployed and the underemployed with particular emphasis on those opportunities that maintain morale and enhance the individual's ability to work.

BENEFIT: INTEGRATES DISABLED, DISADVANTAGED & SOCIALLY ALIENATED

Extent to which the facility/program offers opportunities to involve and motivate the disabled, the disadvantaged and the socially alienated to become contributing, productive citizens.

BENEFIT: SAVES PROPERTY OWNERS EXPENSE

Extent to which the facility/park/program saves expenses that a property owner might otherwise undertake. For example, if public opportunities did not exist, citizens might spend more time on private open space, private pools and travel to distant sites.

BENEFIT: INCREASE PROPERTY VALUES (AND TAX REVENUE)

Some facilities/parks/programs have a positive influence on nearby land and property values thereby enhancing the owners' investment and increasing tax revenues to the city.

BENEFIT: ASSIST TOURIST INDUSTRY

Degree to which the opportunity serves as a tourist attraction bringing external revenue to the city.

BENEFIT: JOB CREATION

Some facilities/parks/programs create full time and/or seasonal jobs that both help the citizen gaining the job and enhance the overall economy.

BENEFIT: ATTRACTS INDUSTRY

Extent to which the facility/park/program contributes to the overall appeal of the city to those responsible for locating new industry (production and/or service) and related investment.

BENEFIT: STIMULATES LEISURE RETAIL INDUSTRY

Many activities and related facilities/parks require equipment, material and supplies; the degree of positive influence on the leisure retail industry.

BENEFIT: COMMUNITY VISUAL APPEAL AND FUNCTION

Extent to which the facility/park/program makes a community more visually appealing and functional (considering such factors as visual relief and diversity, noise and visual buffers, sense of openness).

BENEFIT: PROTECTION OF NATURAL ENVIRONMENTS

Extent of value placed on protecting natural environments to provide habitat for wildlife, visual relief from urbanization, and settings for outdoor education/recreation.

BENEFIT: AVOIDANCE OF COSTLY DAMAGE DUE TO MISMANAGEMENT OF THE ECOLOGICAL SYSTEM

Avoidance of costs related to flood damage, aquifer/water supply management, air and water pollution, and unstable slopes.

BENEFIT: CIVIC IDENTITY AND PRIDE

Extent to which the facility/park/program contributes to civic identity and pride.

BENEFIT: DESIRE TO REPLACE VOLUNTEER EFFORT

Extent to which the taxpayer is prepared to assume responsibility for a service that is requiring volunteer effort from a large number of citizens. As the percentage of citizens involved in providing the service increases, it is assumed that there would be higher interest in buying a tax-supported

APPENDIX B

SUMMARY OF SERVICE RATINGS BY NATIONAL PANELS

APPENDIX B
Summary of Services
Ratings by National Panels
(average scores)

BENEFITS	Weight of Benefit	Average Score Pools wt. x av. sc. (Indoor)	Average Score Poo's wt. x av. Sc. (Outdoor)	Average Score Wading wt. x av. sc. Pools	Average Score Arenas wt. x av. sc.	Average Score Natural wt. x av. sc. Ice Rinks	Average Score Golf wt x av. sc. Courses	Average Score Athletic wt. x av. sc. Parks	Average Score Community wt. x av. sc. Sport Fields	Average Score Community wt. x av. sc. Art Centres	Average score Lawn wt. x av. sc. Bowling	Average Score Neighborhood wt. x av. sc. Mini Parks	Average Score Neighborhood wt. x av. sc. Comm. Parks	Average Score Regional wt. x. av. sc. Parks	Average Score Natural wt. x av. sc. Areas	Average Score Pre- wt. x av. sc. School	Average Score Children wt. x av. sc. Rec. Program	Average Score Youth/Teen wt. x av. sc. Rec. Program	Average score Adult wt. x av. sc. Rec. Program	Average score Senior wt. x av. sc. Rec. Program
Social																				
1. Individual growth and development		8.2	6.4	6.2	7.1	5.8	6.4	7.4	7.6	7.4	5.6	6.5	7.3	7.2	7.2	7.1	7.9	7.9	7.3	7.8
2. % of population using regularly		6.7	5.1	4.7	6.2	4.7	4.7	6.0	6.6	5.3	3.3	6.0	6.3	6.4	5.7	5.6	6.5	6.0	5.6	6.3
3. % of population who might use		7.2	5.5	4.8	6.5	4.7	5.3	6.0	6.7	5.6	3.8	6.8	6.8	6.7	6.5	5.5	6.5	6.2	6.2	6.7
4. Basic service to poorer residents		7.8	7.3	7.6	6.4	7.3	4.2	6.8	8.0	6.7	4.2	8.2	8.8	7.5	9.6	7.2	8.0	7.9	6.4	7.7
5. Prepares individual to cooperate with others		5.9	5.5	5.0	6.5	5.6	4.2	6.9	8.5	6.2	4.5	5.5	6.1	5.1	4.7	7.1	7.7	7.8	7.0	7.1
6. Prevents social problems		6.0	5.5	4.2	5.9	5.0	3.3	6.7	6.4	5.5	3.0	4.5	5.5	4.7	4.3	5.5	7.1	7.6	5.6	5.1
7. Develops strong communities		6.3	6.0	5.8	7.0	6.1	4.0	7.2	7.1	6.8	4.4	6.7	7.5	5.6	5.3	6.6	5.0	7.5	7.2	7.5
8. Reduces health problems and cost		8	7.1	5.0	6.9	6.3	5.6	7.1	7.4	6.1	5.2	5.1	6.8	6.5	6.3	5.8	7.2	6.3	6.1	6.1
9. Opportunities for underemployed		5.2	4.7	2.3	4.8	4.0	3.4	5.2	4.9	5.1	3.0	2.9	4.2	3.8	3.0	3.3	3.7	5.5	4.1	4.2
10. Integrates disabled etc.		7.3	6.4	5.3	4.8	4.3	3.6	5.4	5.7	6.8	3.9	5.9	6.4	5.7	5.3	6.0	6.5	6.8	6.7	6.9
Economic																				
11. Saves property owners expense		6.3	6.5	5.1	5.4	5.6	4.8	4.8	5.2	4.9	3.9	5.4	5.3	5.2	4.8	5.9	6.0	6.1	5.9	6.2
12. Increase property values		5.4	6.5	4.7	4.4	4.0	5.1	5.9	5.4	5.2	4.6	6.8	6.8	6.8	6.9	5.2	5.4	5.0	5.0	5.2
13. Assist tourist industry		6.7	5.1	4.5	5.4	4.3	7.1	7.7	6.6	6.1	3.9	5.5	6.3	5.9	6.1	5.7	5.8	5.8	5.6	5.1
14. Job creation		6.3	5.4	3.7	6.1	3.4	2.8	6.4	4.8	5.2	3.0	4.2	4.4	3.4	4.1	5.7	5.7	5.8	5.7	5.6
15. Attracts industry		4.9	3.9	2.5	4.9	2.3	2.9	5.5	4.0	4.6	3.8	2.8	3.0	6.4	6.0	2.1	2.4	2.3	2.4	2.2
16. Stimulates leisure retail industry		5.1	4.6	3.0	6.9	4.7	6.9	6.5	6.2	5.9	2.9	2.9	3.5	4.1	3.3	3.3	4.8	5.0	5.4	4.7
Environment																				
17. Community visual appeal		5.3	5.0	5.2	4.1	4.9	5.3	6.5	6.4	5.0	5.7	7.1	7.8	8.7	8.7	2.8	2.9	2.9	2.9	2.8
18. Protection of natural environment		1.2	1.4	1.7	1.1	2.3	3.1	3.6	3.8	1.5	2.8	5.7	5.8	8.2	10.0	1.6	2.3	1.8	2.1	2.2
19. Avoidance of costly damage to environment		1.3	1.2	1.2	0.9	1.4	2.5	3.2	3.3	0.8	1.9	3.8	4.8	7.3	8.5	0.9	1.5	1.5	1.6	1.5
20. Civic identity & pride		7.4	5.6	4.4	7.4	4.1	7.1	7.5	6.5	6.8	4.8	5.8	6.4	6.6	7.6	5.2	5.7	5.6	5.8	6.3
21. Desire to replace volunteer effort		5.4	5.4	3.2	3.8	4.1	5.1	5.3	4.9	4.7	4.7	4.5	4.9	5.1	5.8	5.7	5.7	5.6	5.6	5.8
AVERAG		5.90	5.24	4.29	5.75	4.51	4.70	6.[illegible]	6.0	5.34	4.04	5.36	5.94	6.04	5.75	4.94	5.44	5.57	5.25	5.[illegible]
RANK		5	14	18	6	17	16	1	3	12	19	11	4	2	7	15	9	8	13	1[illegible]

APPENDIX C

COMPOSITE RATING OF SERVICES AND BENEFITS

APPENDIX C

Summary of Service Rating

(Weight of Benefit X Average Score)

BENEFITS	Weight of Benefit	Average Score Pools wt. x av. sc. (Indoor)	Average Score Poo's wt. x av. Sc. (Outdoor)	Average Score Wading wt. x av. sc. Pools	Average Score Arenas wt. x av. sc.	Average Score Natural wt. x av. sc. Ice Rinks	Average Score Golf wt x av. sc. Courses	Average Score Athletic wt. x av. sc. Parks	Average Score Community wt. x av. sc. Sport Fields	Average Score Community wt. x av. sc. Art Centres	Average score Lawn wt. x av. sc. Bowling	Average Score Neighborhood wt. x av. sc. Mini Parks	Average Score Neighborhood wt. x av. sc. Comm. Parks	Average Score Regional wt. x. av. sc. Parks	Average Score Natural wt. x av. sc. Areas	Average Score Pre- wt. x av. sc. School	Average Score Children wt. x av. sc. Rec. Program	Average Score Youth/Teen wt. x av. sc. Rec. Program	Average score Adult wt. x av. sc. Rec. Program	Average score Senior wt. x av. sc. Rec. Program
Social																				
1. Individual growth and development	6.1	50.02	39.04	37.82	43.31	35.38	39.04	45.14	46.36	45.14	34.16	39.65	44.53	43.92	43.92	43.31	48.19	48.19	44.53	47.58
2. % of population using regularly	6.32	42.34	32.23	29.70	39.18	29.70	29.70	37.92	41.71	33.49	20.85	37.92	39.81	40.44	36.02	35.39	41.08	37.92	35.39	39.81
3. % of population who might use	5.18	37.29	28.49	24.86	33.67	24.34	27.45	31.08	34.71	29.00	19.68	35.22	35.22	34.71	33.67	28.49	33.67	32.11	32.11	34.71
4. Basic service to poorer residents	7.57	58.57	54.82	57.07	48.06	54.82	31.,54	51.06	60.08	50.31	31.54	61.58	66.08	56.32	72.09	54.07	60.08	59.32	48.06	57.82
5. Prepares individual to cooperate with others	5.0	29.97	27.94	25.4	33.02	28.44	21.33	35.05	43.18	31.49	22.86	27.94	30.98	25.90	23.87	36.06	39.11	39.62	35.56	36.06
6. Prevents social problems	5.97	35.52	32.56	24.86	34.92	29.6	19.53	39.66	37.88	32.56	17.76	26.64	32.56	27.82	25.45	32.56	42.03	44.99	33.15	30.19
7. Develops strong communities	5.80	43.47	41.4	40.02	48.3	42.09	27.6	49.68	48.99	46.92	26.4	46.23	51.75	38.64	36.57	45.54	34.5	51.75	49.68	51.75
8. Reduces health problems and cost	5.76	46.08	40.89	28.8	39.74	36.28	32.25	40.89	42.62	35.13	29.95	29.37	39.16	37.44	36.28	33.40	41.47	36.28	35.13	35.13
9. Opportunities for underemployed	4.67	24.28	21.94	10.74	22.41	18.68	15.87	24.28	22.88	23.81	14.01	13.54	19.61	17.74	14.01	15.41	17.27	25.68	19.14	19.61
10. Integrates disabled etc.	5.70	41.61	36.48	30.21	27.36	24.51	20.52	30.78	32.49	38.76	22.23	33.63	36.48	32.49	30.21	34.2	37.05	38.76	38.19	39.33
Economic																				
11. Saves property owners expense	3.7	20.30	24.44	17.67	16.54	15.04	19.17	22.18	20.30	19.55	17.29	25.56	25.56	25.56	25.94	19.55	20.30	18.8	18.8	19.55
12. Increase property values	4.7	31.69	24.12	21.28	30.27	20.33	33.58	36.42	31.21	28.85	18.44	26.01	29.79	27.90	28.85	26.96	27.43	27.43	26.48	24.12
13. Assist tourist industry	5.1	34.57	26.31	23.22	33.02	22.18	36.63	39.73	34.05	31.47	20.12	28.38	32.50	30.44	31.47	29.41	29.92	29.92	28.89	26.31
14. Job creation	5.3	33.89	29.05	19.90	32.81	18.29	31.20	34.43	25.82	27.97	16.14	22.59	23.67	18.29	22.05	30.66	30.66	31.20	30.66	30.12
15. Attracts industry	5.10	24.99	19.89	12.75	24.99	11.73	10.2	28.05	20.91	23.46	19.38	14.28	15.3	32.64	30.6	10.71	12.24	11.73	12.24	11.22
16. Stimulates leisure retail industry	3.64	18.56	16.74	10.92	25.11	17.10	25.11	23.66	22.56	21.47	10.55	10.55	12.74	14.92	12.01	12.01	17.47	18.2	19.65	17.10
Environment																				
17. Community visual appeal	7.0	37.20	35.1	36.50	28.78	34.39	37.20	45.63	44.92	35.1	40.01	49.84	54.75	61.07	61.07	19.65	20.35	20.35	20.35	19.65
18. Protection of natural environment	7.19	8.62	10.06	12.22	7.90	16.53	22.28	25.88	27.32	10.78	20.13	40.98	41.70	58.95	71.9	11.50	16.53	12.94	15.09	15.81
19. Avoidance of costly damage to environment	6.0	7.87	7.27	7.27	5.45	8.48	15.15	19.39	19.99	4.84	11.51	23.02	29.08	44.23	51.51	54.54	9.09	9.09	9.69	9.09
20. Civic identity & pride	7.0	52.39	39.65	31.15	52.39	29.03	50.27	53.10	46.02	48.14	33.98	33.98	45.31	46.73	53.81	36.82	40.36	39.65	41.06	44.60
21. Desire to replace volunteer effort	3.78	20.41	20.41	12.10	14.36	15.50	19.28	20.03	18.52	17.77	17.77	17.01	18.52	19.28	21.92	21.55	21.55	21.17	21.17	21.92
AVERAGE Service Rating		33.32	28.99	24.50	30.55	25.35	26.90	34.95	34.41	30.29	22.13	30.66	34.53	35.02	36.34	30.09	30.49	31.67	29.29	30.07

RANK

APPENDIX D

ANALYSIS OF BENEFIT RATINGS BY CALGARY PANELS

PLANNING BENEFIT ANALYSIS

Date 08/06/86

Benefit	Zero	One	Two	Three	Four	Five	Six	Seven	Eight	Nine	Ten
BEN1	1	3	1	5	3	8	7	7	2	8	6
BEN2	0	1	0	7	1	8	6	14	6	2	5
BEN3	2	2	2	3	7	11	10	7	4	0	2
BEN4	0	0	1	2	3	4	4	8	10	7	12
BEN5	4	1	3	9	4	6	4	11	5	2	2
BEN6	1	1	4	5	5	6	5	7	7	7	3
BEN7	0	3	2	2	2	3	5	8	12	6	8
BEN8	0	2	2	6	6	5	7	9	9	2	2
BEN9	4	4	3	9	3	10	4	6	5	2	2
BEN10	1	3	2	2	6	7	9	8	7	3	2
BEN11	5	9	8	4	2	8	1	8	4	1	0
BEN12	4	8	6	2	1	4	4	12	7	3	0
BEN13	3	1	3	6	6	7	12	4	4	3	2
BEN14	0	3	3	6	6	8	6	9	4	3	2
BEN15	3	3	2	6	5	10	4	7	4	5	1
BEN16	7	6	6	5	6	7	3	8	2	0	0
BEN17	0	0	2	2	2	7	6	8	8	8	7
BEN18	0	1	2	0	3	5	7	8	8	13	6
BEN19	2	1	4	5	4	2	5	10	11	3	5
BEN20	1	1	0	1	5	2	4	12	11	9	5
BEN21	7	3	7	8	1	11	6	5	0	2	0

Cases	Mean	Variance	Std Dev
51	6.10	7.34	2.71
50	6.32	4.62	2.15
50	5.18	4.83	2.20
51	7.51	4.64	2.15
51	5.08	7.01	2.65
51	5.92	6.70	2.59
51	6.90	6.52	2.55
50	5.76	5.14	2.27
52	4.67	7.30	2.70
50	5.70	5.65	2.38
50	3.76	7.34	2.71
51	4.73	8.83	2.97
51	5.16	6.05	2.46
50	5.38	5.48	2.34
50	5.10	6.85	2.62
50	3.64	6.23	2.50
50	7.02	4.74	2.18
53	7.19	4.76	2.18
52	6.06	7.40	2.72
51	7.[illegible]	4.90	2.21
50	3.[illegible]	8.05	2.46

APPENDIX E

AVERAGE SERVICE RATINGS
NATIONAL PANEL OF EXPERTS

Each of 19 parks and recreation services in the City of Calgary were rated against each of the 21 benefits (appendix B). When the average scores for each of the service centers were calculated the following ranking of services resulted.

NATIONAL PANEL RATING OF SERVICES

Rank	SERVICE	AVE
1	Athletic parks	6.76
2	Regional Parks	6.04
3	Community Sport fields	6.00
4	Neighbourhood/Comm. Parks	5.94
5	Indoor Pools	5.90
6	Arenas	5.75
7	Natural Areas	5.75
8	Youth/Teen Program	5.57
9	Children Rec. Program	5.44
10	Senior Rec. Program	5.38
11	Neighbourhood Mini Park	5.36
12	Community Art Center	5.34
13	Adult Rec. Programs	5.25
14	Outdoor Pools	5.24
15	Pre-school Rec. Programs	4.94
16	Golf Courses	4.78
17	Natural Ice Rinks	4.51
18	Wading Pools	4.29
19	Lawn Bowling	4.40

The above lists suggests that certain services are perceived to be better vehicles to meet the 21 benefits described than are other services. It must be remembered that certain services which score lower (on average) might well be ranked highly in terms of their ability to meet one or more of the 21 benefits described.

APPENDIX F

MAJOR STRATEGIC ISSUES FACING PARKS/RECREATION DEPARTMENT

BACKGROUND

A total of thirty-nine issues were identified by the Executive Committee of the Department and using the corporate force-field analysis program (see attachment A). A description of each along with criteria to be used in determining which were to be assigned high priority (see attachment B) were sent to Management Group, the participants in the force-field workshops and the Parks/Recreation Board.

Of the 55 priorization packages distributed, 32 were returned; a response rate of 58%. The responses were averaged and the issues listed below received a score of 3.5 (out of 5) or higher, suggesting that they were "moderate to high priority" and should be addressed in the near future ("soon or immediately").

The issues are listed in the order of priority assigned, highest at the top of the list.

PRIORITY ISSUES

- CAPITAL REPLACEMENT (4.2)
- LIABILITY EXPOSURE (4.0)
- PURPOSE (STRATEGIC) (3.9)
- STRUCTURE AND INTERNAL RELATIONSHIPS (3.9)
- IMAGE (EXTERNAL) (3.9)
- THE ECONOMICALLY DISADVANTAGED (3.8)
- FINANCE (3.8)
- LAND ACQUISITION (3.7)
- EXPLOITABLE SITUATIONS (3.7)
- OVERALL PLANNING OF COMMUNITY PROJECTS (3.6)
- COMPETITION (3.6)
- IMAGE (INTERNAL) (3.6)
- PURPOSE (OPERATIONAL) (3.5)
- ROLES (INTERNAL) (3.5)
- CHANGING DEMANDS ON PARK SYSTEM (3.5)

Descriptions of each of the priority issues can be found in attachment C. They are presented in the format utilized by the corporate strategic planning process.

Attachment [illegible]

RESPONSE SHEET

PRIORITY RANKING OF STRATEGIC PLANNING ISSUES

The attached booklet identifies 39 issues that have emerged from the Parks/Recreation Department's strategic planning process. You are being asked to assign a priority ranking to each based on your knowledge and experience.

Please:

1. consider the criteria suggested (see attached sheet)
2. read each issue statement carefully
3. before proceeding to the next issue, circle the appropriate priority (for that issue) below.

You are being asked to select from a five point scale:

- o if you select #1, it means LOWEST PRIORITY - NOT REALLY AN ISSUE
- o #2 means LOW PRIORITY - AN ISSUE BUT IT'S NOT IMPORTANT THAT WE ADDRESS IT IMMEDIATELY
- o #3 MODERATE PRIORITY - BUT DOES NOT HAVE TO BE ADDRESSED IMMEDIATELY
- o #4 MODERATE TO HIGH PRIORITY - SHOULD BE ADDRESSED SOON
- o #5 HIGH PRIORITY - SHOULD BE ADDRESSED IMMEDIATELY

	PRIORITY				
	LOW		MED.		HIGH
1. PURPOSE (STRATEGIC)	1	2	3	4	5
2. PURPOSE (OPERATIONAL)	1	2	3	4	5
3. STRUCTURE AND INTERNAL RELATIONSHIPS	1	2	3	4	5
4. ROLES (INTERNAL)	1	2	3	4	5
5. LEADERSHIP	1	2	3	4	5
6. DECISION-MAKING	1	2	3	4	5
7. PROBLEM-SOLVING	1	2	3	4	5
8. HUMAN RESOURCES	1	2	3	4	5
9. PHYSICAL RESOURCES	1	2	3	4	5
10. EXTERNAL RELATIONSHIPS	1	2	3	4	5
11. IMAGE (Internal)	1	2	3	4	5
12. BALANCE BETWEEN FACILITATION/PROVISION	1	2	3	4	5
13. CAPITAL REPLACEMENT	1	2	3	4	5

14. COMMUNITY DEVELOPMENT	1	2	3	4	5
15. BALANCE OF LEISURE OPPORTUNITIES	1	2	3	4	5
16. LIABILITY EXPOSURE	1	2	3	4	5
17. LEISURE EDUCATION	1	2	3	4	5
18. WATER RECREATION	1	2	3	4	5
19. VOLUNTEER LEADERSHIP	1	2	3	4	5
20. LAND ACQUISITION	1	2	3	4	5
21. OVERALL PLANNING OF COMMUNITY PROJECTS	1	2	3	4	5
22. INTER-AGENCY COOPERATION	1	2	3	4	5
23. WINTER RECREATION	1	2	3	4	5
24. RELEVANCE OF CURRENT SERVICES	1	2	3	4	5
25. CHANGING DEMANDS ON PARK SYSTEM	1	2	3	4	5
26. THE ECONOMICALLY DISADVANTAGED	1	2	3	4	5
27. ECOLOGICALLY SENSITIVE AREAS	1	2	3	4	5
28. ECONOMIC DEVELOPMENT AND TOURISM	1	2	3	4	5
29. CULTURE	1	2	3	4	5
30. COORDINATION OF DELIVERY SYSTEM	1	2	3	4	5
31. IMAGE (External)	1	2	3	4	5
32. DEMOGRAPHY	1	2	3	4	5
33. COMPETITION	1	2	3	4	5
34. EXPLOITABLE SITUATIONS	1	2	3	4	5
35. SUPPORT SERVICES	1	2	3	4	5
36. EXTERNAL RELATIONS	1	2	3	4	5
37. POLICY/REGULATIONS	1	2	3	4	5
38. FINANCE	1	2	3	4	5
39. ECONOMY	1	2	3	4	5

THANK YOU FOR TAKING THE TIME TO RESPOND. PLEASE RETURN THESE ANSWER SHEETS ONLY TO KEN BALMER, PUBLIC BUILDING (#71).

Attachment 3

CRITERIA TO BE CONSIDERED
WHEN ASSIGNING PRIORITIES
TO STRATEGIC PLANNING ISSUES

YOU ARE BEING ASKED TO ASSIGN A PRIORITY RANKING TO EACH OF 39 ISSUES IDENTIFIED DURING THE STRATEGIC PLANNING PROCESS. THE HIGHER THE PRIORITY ASSIGNED TO AN ISSUE, THE GREATER AND MORE IMMEDIATE THE EFFORT THAT WILL BE SPEND ATTEMPTING TO RESOLVE OR ADDRESS IT.

WHEN DETERMINING YOUR RESPONSE, PLEASE KEEP THE FOLLOWING CRITERIA OR QUESTIONS IN MIND:

If the Department seriously addresses (and perhaps resolves) this issue, will the effort:

1. put us in a better position to achieve our purpose or mission?
2. increase the satisfaction of current users?
3. encourage users to come back more often?
4. attract new users?
5. help us to be more cost-effective?

Is it worth the effort, considering criteria such as:

6. whether we can pull it off, do we have the ability/resources to address the issue properly?
7. how big are the potential payoffs?
8. what are the chances of success, is there a politically and professionally acceptable answer?
9. are there risks associated with failure?

And:

10. is there any risk or hazard to the people involved (staff/user)?
11. to what extent can we mobilize the effort to respond - will those who have to implement it be interested and supportive?
12. how urgent is the issue - is it important that we start immediately?

Attachment C

ISSUE 13

Type of Issue: Internal - Executive

Department: Parks/Recreation

Key Concept: CAPITAL REPLACEMENT

Priority: xxxxxxx

The majority of the Department's recreation facilities were developed 10-20 years ago. Buildings of this age have many components that must be either replaced or substantially upgraded. Roofs, boilers, air handling systems must be replaced to avoid breakdown (shutdown and public safety issues); locker rooms, entrance areas, and amenities must generally be upgraded to ensure marketability and continued public use.

The costs of such projects are likely to be high. Experience with recent pool and arena renovations suggests that each facility will require approximately $500,000 simply for component replacement; not including renovations.

It is unlikely that projected capital budget envelopes will be sufficient to handle planned new projects as well as anticipated capital replacement costs.

Issue:

How will the City respond to the pressure placed on limited capital budgets by the need to maintain and/or upgrade existing facilities and parks?

Date: May 6, 1986

ISSUE 16

Type of Issue:	External - Executive
Department:	Parks/Recreation
Key Concept:	LIABILITY EXPOSURE
Priority:	xxxxxxx

Increased propensity towards litigation by the citizen, the increasing value of judgements against governments and large corporations and the Courts tendency in recent years to assign greater responsibility to the operator and less to the participant; may ultimately have the effect of driving government and community operators out of the recreation business.

Issue:

How will the City react to increasing costs of protecting itself from liability associated with physical recreation programs having potentially high risk?

Date: May 14, 1986

ISSUE 1

Type of Issue: Internal

Department: Parks/Recreation

Key Concept: PURPOSE (STRATEGIC)

Priority: xxxxxx

Short range planning (year to year) is seen as a strength while the development of a strategic plan is considered to be a potential facilitating force. The "Facilitation" philosophy of the Department is also seen as a potential.

Long range planning is identified as the primary area of vulnerability in this category. An unrealistic mission statement presents difficulties in establishing goals and furthermore, causes a lack of understanding of an commitment to any existing goals. This is compounded by deficiencies in pre-planning which result in problems in resource allocation.

Existing Department policies are seen as a major weakness. There are difficulties in implementation as well as questioning the appropriateness of the policies in general.

Issue:

How can the Department prepare more relevant and effective long range plans?

Date: 1986 May 08

ISSUE 3

Type of Issue: Internal

Department: Parks/Recreation

Key Concept: STRUCTURE AND INTERNAL RELATIONSHIPS

Priority: xxxxx

The only clear strength identified was the Department's use of a functional approach to organization.

Consistency in operations was lauded while lack of flexibility was clearly identified - creating a conflict. Decentralization is well received, appropriate centralization is acknowledged, but apparent directionless decentralization is vulnerable. On the one hand, management is seen as supportive and willing to listen, while on the other, management is dictatorial. Staff are poorly understood and little respected; with a lack of trust resulting. Communication is not good at all levels, with cooperation, idea sharing, and team work lacking. There is also concern about the complexity and bureaucractic nature of the Department.

The major weakness is the lack of communication and trust in the Department. Other weaknesses include: bureaucracy, inconsistent practises and management/union problems.

Issue:

How can the Department's organizational problems of inflexibility and bureaucratization, inadequate communication and cooperation and lack of mutual trust be successfully resolved?

Date: 1986 May 08

ISSUE 31

Type of Issue:	External
Department:	Parsk/Recreation
Key Concept:	IMAGE
Priority:	xxxxxxx

No opportunities were identified for this issue, however, the Parks Foundation and the Department's reputation among other municipalities were seen as possibilities with respect to Image.

The stigma attached to civic workers in general along with the public's negative view of the Parks/Recreation budget system were seen as constraints to Image.

Threats were felt most strongly by the Parks Division. Bad publicity, low credibility and lack of support from the Director were cited as threats in the Image area. As well, the low position of the Parks/Recreation Department on the corporate ladder was seen as a threat.

Issue:

How can the public's perception of the Department, especially the more highly-visible operations of the Parks Division, be improved?

Date: May 15, 1986

ISSUE 11

Type of Issue:	Internal
Department:	Parks/Recreation
Key Concept:	IMAGE
Priority:	xxxxxxx

Although no Department strengths were identified, potential to improve image through more focus on Public Relations and better client services (e.g. horticultural enquiries) was recognized.

Our perception of the percent of Calgarians we provide service to may be inflated, and the public nature of these services leaves us vulnerable to poor public image and opinion. (Internally it was perceived that staff, through their job specialization, may not be able to comprehend the whole function of the Department.)

Among the weaknesses, Department staff have a self perception of themselves as "typical" civil servants and some degree of low credibility between staff of different divisions. The Department is perceived to be weak in its dealings with the political bureaucratic system.

Issue:

While the Department is working to improve its image with the public, how can the image within the Department and the Corporation be strengthened?

Date: 1986 May 08

ISSUE 26

Type of Issue: External - Executive

Department: Parks/Recreation

Key Concept: ACCESS FOR THE ECONOMICALLY DISADVANTAGED

Priority: xxxxxxx

A traditional justification for government involvement in provision of leisure services has been to provide access for and to meet any special needs of the poor. Without this understanding, many services could be left to the private sector or provided without tax subsidy.

However, economic pressures have pushed costs and user fees up to the point of excluding the poor; it is highly likely that the Calgary Parks/Recreation Department is only serving the economic middle class.

Issue:

Should the Department be making making special efforts to ensure that the economically disadvantaged have access to available leisure programs and facilities (city and community)?

Date: May 9, 1986

ISSUE 38

Type of Issue:	External
Department:	Parks/Recreation
Key Concept:	FINANCE
Priority:	xxxxxxx

The strongest focus as finance issues were reviewed was on alternative funding sources to supplement current budget allocations.

Within the corporate system, the economic climate has a direct bearing on the capital and operating budgets for the Parks Dept.. In recent years this has resulted in budget cuts, but it has also generated opportunities for alternative funding sources. Access to provincial grant programs, CRC grants, Parks Foundation, corporate donations and sponsorships are funding opportunities to be maximized, particularly during periods of fiscal restraint.

Constraints and threats to the financial system are mostly internal. The City's in-house cost for services (MSD/DPSD/Purchasing) are cost prohibitive. Year end changes to billing charges from other departments, late in voice payments and high wage demands by unions during periods of fiscal restraint are additional factors perceived as counter productive to the system.

The need to plan the annual budget for 8 months of the year is also perceived as a concern. Budget approval does not coincide with expenditure time franes, and should be better coordinated with the provincial budget system.

Issue:

How can the Department become more cost effective in dealing with the internal budget and expenditure process?.

Date: May 15, 1986

ISSUE 39

Type of Issue: External

Department: Parks/Recreation

Key Concept: ECONOMY

Priority: xxxxxxx

The focus was primarily on general economic conditions, with specific needs for the economically disadvantaged.

The "boom or bust" syndrome characteristic of Alberta's economy will continue to have a major influence on delivery of leisure services within the city of Calgary. The recent decline in oil prices has recuced economic activity and increased unemployment levels, resulting in reduced disposable incomes and general "belt tightening" by most people.

To some degree however, the economic downturn is being offset by declining interest rates. This will help reduce the burden of increased borrowing necessary to offset a reduced tax base and revenue recovery.

The consequences of the economic downturn will bring to the forefront the plight of the economically disadvantaged and the needs of the unemployed. This will place added pressure on the department to provide these people with leisure opportunities during periods of recession. policy to meet the needs of the economically disadvantaged are required.

Issue:

How can the department meet the needs of the economically disadvantaged, particularly during periods of recession when unemployment and economic disparity are critical?

Date: May 15, 1986

ISSUE 20

Type of Issue: External - Executive

Department: Parks/Recreation

Key Concept: LAND ACQUISITION

Priority: xxxxxxx

Various plans (ARPs, ASPs, major park, river systems) have called for parkland and open space acquisition. Priority acquisitions would require many times the amount priotected in the budget envelop. The land market is currently somewhat depressed; favourable purchase terms could be negotiated if funds were available.

Issue:

Should the City be increasing its investment in land acquisition to take advantage of a relatively depressed land market?

Date: May 14, 1986

ISSUE 34

Type of Issue:	External
Department:	Parks/Recreation
Key Concept:	EXPLOITABLE SITUATIONs
Priority:	XXXXXXX

A total of 9 opportunities and 8 possibilities were identified as exploitable situations. Three constraints were mentioned. The opportunities and possibilities can be combined into several distinct exploitable potentials. These include the following:

- o The Olympics - The international focus, the legacy of facilities and the potential of funding park improvements as part of the Olympic package are all opportunities for furthering Departmental goals.
- o Contracting out - Seen as both a possibility and a constraint, the concern on the negative side is the impact on moral and union relationships. On the positive side the concept may lead to greater efficiency and a more business like approach to site/facility management.
- o Financial Climate - The financial climate of the city currently promotes efficiency in the system and provides opportunities related to long range acquisition stategies.
- o Volunteers and Interest Groups - The willingness of volunteers and interest groups to become involved is recognized as an opportunity offering further development.
- o The Media - The media with appropriate development can be an important management education tool. The media in general has been underexploited by the department.(except the zoo)
- o Corporate Sponsorship - Corporate sponsorships offer alternative financing opportunites as well as image involvement.

Issue:

How can the department best take advantage of these external situations which will allow it to further its goals and maximize the positive benefits of the situation?

ISSUE 21

Type of Issue: External - Executive

Department: Parks/Recreation

Key Concept: OVERALL PLANNING OF COMMUNITY CAPITAL PROJECTS

Priority: xxxxxxx

The current economy has restricted City capital activity to completion of projects already initiated and to renovation and major maintenance of existing facilities; this situation is projected to last at least five years. The community sector is continuing to be heavily involved in adding to the parks/recreation system; the provincial CR/C grant and the new Parks Foundation are expected to be major catalysts.

Current City 5-year plans focus on the municipal role. Council has no overview or system plan to rely on when evaluating community proposals and initiatives requiring government grants or support. Moreover, City policies pertaining to leasing of land, public use requirements, City grants (capital and operating) should be tied together to ensure that community sponsored facilities built with grant funds meet the priority needs of Calgarians.

Issue:

Should the City be developing plans that will assist in establishing priorities for development of voluntary sector facilities that require grant assistance from provincial and/or municipal government?

Date: May 16, 1986

ISSUE 33

Type of Issue: External

Department: Parks/Recreation

Key Concept: COMPETITION

Priority: xxxxxxx

Shared involvement with community groups/agencies was identified as an opportunity related to competition. Furthermore, cooperation with groups to determine who is best suited to provide what recreation services was seen as a possibility.

Constraints in the competition issue focussed on one area of concern, that of competing for the same clients. Problems such as policies prohibiting competition along with loss of revenues were seen as constraints, primarily by the Facilities Division. In addition overlapping activities, lack of coordination of budgeting and management jurisdication conflicts were identified as constraints resulting from competing City Departments serving the same clients.

Disruptions to park operations as a consequence of other jurisdiction's activities, particularily that of utility installations, was seen as a threat.

Issue:

How can the Department maximize the consequences of the variety of competition factors influencing administration and operations?

Date: May 15, 1986

ISSUE 2

Type of Issue:	Internal
Department:	Parks/Recreation
Key Concept:	PURPOSE (OPERATIONAL)
Priority:	xxxxxx

Neither strengths nor potential forces were identified in relation to this category.

Unrealistic objectives combined with a lack of a business-like attitude are seen as areas of vulnerability, expecially by the two divisions of the Department that have a predominately operational orientation.

No weaknesses were identified in this category.

Issue:

How can the Department ensure that appropriate operational objectives are developed?

Date: 1986 May 08

ISSUE;4

Type of Issue: Internal

Department: Parks/Recreation

Key Concept: ROLES (INTERNAL)

Priority: xxxxxx

The desire of staff to try new ideas and technology is seen as a strength in this category; no potentials were identified.

There is a definite feeling in the Department that roles and responsibilities are unclear. This is in part due to the lack of coordination resulting from frequent reorganization and turnover staff changes. This along with lack of knowledge of what other people do coupled with little cooperation between work units, contributes to the vulnerability of the Department in this area.

The dominance of the Administration Section and lack of sharing of changes in organizational structure are seen as weakness in this category.

Issue:

How to establish and communicate clear roles and responsibilities within the Department?

Date: 1986 May 08

ISSUE 25

Type of Issue: External - Executive

Department: Parks/Recreation

Key Concept: CHANGING DEMANDS ON THE PARK/OPEN SPACE SYSTEM

Priority: xxxxxxx

Our system of local, regional and city-wide parks is a legacy from the past, heavily emphasizing children and the need for active, formal playing field space. The Department has been criticized for:

- neglecting passive, amenity parkland
- lack of flexibility, a possible pre-occupation with numerous small sites missing the potentials of linked, larger spaces
- utilitarian approach to park design, lacking creativity and variety
- failing to respond adequately to the needs of the high density community, leaving provision of basic neighbourhood services to the developer
- neglecting the regional park in favour of the easily obtained community park obtained through development agreements.

Policies and action plans are required that will create a more complex system capable of catering to broader leisure needs and responding to the full rationale for parks, open space and natural areas.

Issue:

Is there a need to reevaluate the type of parks being developed in light of changing demands on the system?

Date: May 14, 1986

APPENDIX G

ENVIRONMENTAL SCAN - KEY TRENDS AND THEIR IMPLICATIONS

Introduction

For almost a decade, the park/recreation field has been aware that significant social, economic and environmental trends are shaping the course of municipal services. We have also known that such factors must be considered in our strategic and corporate planning processes as part of the environmental analysis, assessment of strengths and weaknesses, and the requirement to make certain assumptions about the future.

The Calgary Parks/Recreation Department first attempted such an analysis in 1981, part of the Policy and Systems Plan development process. The trend analysis was updated in 1984 and has been reviewed again in June, 1986.

Trend data and projections are reviewed in seven areas or categories: socio-demographic, economic, urbanization, environmental, technological, social malaise and value shifts. Possible implications are then listed as a backdrop to more specific, short-term goals and strategies that emerge from other stages in the strategic planning process.

Finally, all trends and implications are reviewed to discover overall patterns and to suggest potential strategies for response.

TRENDS AND IMPLICATIONS

Socio-Demographic Trends and Implications

Trends

Population is expected to grow by approximately 10,000 to 15,000 persons per year in short-term (1985-1990) using medium projections. Estimated 1990 projection is 600,000-700,000; by 2000 750,000-890,000 (source: 1,2).

Net migration will be positive in the foreseeable future (annual rates: -1,500 between 1986-87; 500 between 1987-88; 1,500 between 1988-89; 2,500 between 1989-90; 4,000 between 1990-91; 5,500 between 1991-92 and 6,500 between 1992-2005) (2).

Significant shifts in the age structure of the city's population with major social/economic implications are expected to occur. That segment of the population 25 years of age and older is expected to maintain its growing share of the total population whereas younger age groups are expected to decline as a proportion of the total population (2). Note: in 1986, 71% of the population was adult (aged 19 or over) (1).

Calgary's fertility rate (number of births per woman of child-bearing age) is 1.6; this is below the stabilized Canadian rate of 1.75 (1).

Household structure is changing dramatically:

- % of single person households is increasing (15.5% in 1971; 20.6% in 1981); % two person households is also increasing (25.8% in '71 to 31.3% in '81) (2).
- fewer children per family household (average family size was down to 3.1 in 1981 from 3.6 in 1971) (2).
- increase in % of households with no children (29.0% in 1971 to 34.9% in 1981); similar increase in % with only one child (20.7% in 1971 to 24.5% in 1981) (1).

11% of Calgary families are now single parent families; the national trend is on the increase (8.4% in 1961; 9.5% in 1971; 11.3% in 1981) (2,3).

Female participation in the labour force is increasing dramatically (46.6% in 1971; 50.7% in 1976; 63.7% in 1981) (2); expected to continue to increase in slow growth economy.

Slower growth in ethnic populations due to tight economy and federal restrictions (international migration to Calgary averaged 12,240 per year from 1976 to 1982; 1982 to 1985 has fallen to 5,345) (2).

Implications

Assuming a policy intent to continue to provide parks, facilities and services at the current level of provision, the parks/recreation system will have to expand by approximately 30% over the next 15 years. In financial terms this infers a capital expenditure of $165,000,000 based on the following estimates:

- community park development (no land costs) $75,000,000
- facility development (no land costs) $70,000,000
  - -- arenas (14 @ $1.5) $21m

  - -- pools (8 @ $2m) $16m
  - -- golf courses (2 city at $6m) .. $12
  - -- regional parks (4 @ $3m) $12
  - -- athletic parks (6 @ $1.5) ...... $ 9
- land acquisition for golf and athletic parks ...... $20,000,000.

The period of most rapid growth and expansion will be the final decade of the century; the 1980's will provide a breathing space for careful planning of an expanded system.

Increased pressure on regional park and recreation resources as well as municipal (neighbouring municipal districts).

The parks/recreation system will gradually be redesigned to respect and respond to the needs of adults; the challenge will be to maintain and improve the quality of opportunities for children while greatly expanding adult services.

The most significant new market for leisure services will be the young adult delaying marriage or family; a group formerly not involved in formal recreation due to economic and social responsibilities related to home and family.

Special efforts will be required to ensure that services are accessible and relevant to the single parent family and the separated parent planning a significant outing with an estranged child.

Leisure services to support the working parent will be increasingly required to complement existing pre-school day-care, and out-of-school care for young school-aged children.

More emphasis on social programs to offset loneliness related to single lifestyles, broken families and the isolation of the elderly.

Increasing acknowledgement that adults can plan, coordinate and supervise many of their own leisure programming needs; as society ages, the government role should gradually shift from provider (appropriate to a child-oriented age) to facilitator/consultant.

Economic Trends and Implications

Trends

Reasonably optimistic national, provincial and civic economic outlooks from 1986 on. Over the next five years, continued real economic growth and a significant reduction in national unemployment rates are anticipated as a consequence of lower interest rates, lower real oil prices, improvements in the US economy, an expansion of Canadian business investments and increased consumer spending (1).

It is anticipated that Calgary will see a moderate but sustained level of growth in the foreseeable future. While economic diversification is likely to occur, and should be encouraged, it is not expected to result in a marked shift in the composition or location of employment (4).

Calgary's economy is dominated by the oil and gas industry and related services. Low world oil prices, partially offset by the 1985 Western Accord and 1986 government assistance, suggest extreme uncertainty in the industry with corresponding spin-offs in the local economy. Best guess appears to be that 1986 will remain at 1985 levels with slow recovery in subsequent years. In the short-term, symptoms of the recession (foreclosed homes, unused supply capacity and diminished demands in the market place) will remain.

Unemployment to remain high (approx. 10%) 1986 and 1987. Gradually reduce to provincial levels of approx. 5% by 1990.

Inflation to remain relatively low (3-5%) in short-term due to relatively small rates of increase in the costs of housing, health and personal care items, clothing, transportation and recreation/reading/education. Pay attention to purchase power of Canadian dollar (to buy US fruits and vegetables) and trade discussions with US to establish a longer term trend. Inflation likely to increase to 5-7% range as recovery takes hold in Calgary and Alberta.

Wage settlements have been been low to negative in the past few years as employers grapple with the recession, the private sector challenges union requirements and a buyers market persists. Combined with inflation, this suggests a reduction in discretionary income available for recreation activity, particularly for single income (or no income) family households. Even if economy recovers quickly, a catch-up period will likely dampen demand for an additional period.

Caseload of recipients of social assistance in Calgary increased from approximately 9,250 in 1981 to approximately 15,000 in 1985 (13).

Active claimload for unemployment assistance in Calgary increased from 10,548 in 1980 to 41,878 in 1985 (monthly average) (14).

Rapid growth of 1970's and early 1980's has left the City with a relatively large capital debt. Capital budgets likely to be restricted in the short term; will increase in 1990's as growth increases.

Cost of maintaining existing public park and recreation facilities will increase as they age. Major increases in preventive maintenance and capital replacement budgets inevitable.

Implications

"Continuing emphasis on economic growth and diversification and pressure for less government spending, will require that more attention be given to the economic role of recreation and (heritage) resource protection and to other financial concerns. Agencies will have to give more time and attention to the consideration of the impact of their activities relating to the balance of their social and economic efforts" (5).

Slow growth and concern over current levels of taxation will combine to restrict ability of government to maintain quantity and quality of parks/facilities/services at same standard.

Pressure to increase user contributions (recovery rates) either through increased rates/fees or increased utilization.

Increased emphasis on marketing to increase participation levels and to ensure that products are relevant to a population faced with decreased spending power (disposable and discretionary income).

Increased need for special pricing packages and/or participant subsidies to ensure access for the economically disadvantaged to public

Increased use of 'free' leisure services such as parks, unscheduled tennis courts, pathways, band concurs in parks, etc.

Greater flexibility in facility and program scheduling as adult users become available almost any hour of the day (underemployment, early retirement, job-sharing, etc.)

Need to increase productivity and efficiency to keep operating costs down; active consideration of less expensive delivery approaches.

Severe restriction of capital budgets; undercapitalization likely to create a crisis situation in early 1990's given demand pressures and need to spend available funds on capital replacement.

Agencies will be forced to actively consider sharing facilities, staff and expertise to minimize unnecessary overlap, duplication and misuse of scarce resources.

Possibility that many facilities developed when capital and operating dollars were more readily available may have to be modified (for more efficient, market-oriented operation) or closed.

Individual users will compensate by gradually emphasizing less consumptive and/or expensive forms of recreation (e.g. cross-country skiing as opposed to downhill, cycling as opposed to golf).

Re-emergence of a 'do-it-yourself', self-help attitude in community to reduce dependency on government for provision of leisure services; alternatively, government will be forced to actively encourage revitalization of voluntary, community-based approaches.

Urbanization Trends and Implications

Trends

Population is expected to grow by approximately 10,000 to 15,000 persons per year in short-term (1985-1990) using medium projections. Estimated 1990 projection is 600,000-700,000; by 2000 750,000-890,000 (source: 1,2).

Population growth continues to focus on the outer suburbs (new communities). Even though the City grew by 155,233 between 1976 and 1985, the inner city and inner suburbs experienced decreases in population of 4,142 and 4,344 people respectively; the industrial areas had an increase of 3,782 people and the outer suburbs a substantial increase of 160,405 people (2).

Trends toward smaller family and household size (see demographic trends) suggest that demand for smaller residential units will increase.

A gradual shift from single family homes to higher density forms is occurring. In 1975 55.5% of Calgary's dwellings were single family; by 1985 this had dropped to 49.1% with increases in the apartment and row/townhouse categories (21% to 24%; 4% to 10% respectively) (2).

The Planning and Building Department suggests that new housing starts will average about 50% single family in the foreseeable future but notes that the building industry is projecting a higher figure (70-80% single family in the next 5-10 years) (4).

Gradual decrease in percentage of dwellings that are owner occupied from 63% in 1961 to 55% in 1985 (2).

The Planning and Building Department has identified "an increased and more determined interest in protecting and improving established communities" (4).

New units will generate a demand for perhaps 800-1,300 gross residential acres of suburban land yearly, and perhaps more if there occurs a significant shift in housing preferences or lifestyles. When combined with their related uses, new suburban areas may require an estimated 35,000 to 45,000 gross acres of residential land during the next 30 years, depending on the level of growth and density of new communities" (4).

It is expected that redevelopment pressures in the inner city and inner suburbs will be significantly less in the coming decade than those experienced from 1975-1984 (4).

Given servicing costs, new suburban growth (and possible annexation) is expected to occur directly north of Nose Hill and the airport; and to the south and south-east (4).

Implications

If current standards are to be maintained capital expenditures averaging $11,000,000 per year will be necessary for new projects - community parks, facilities (arenas, pools, golf courses, athletic parks) , and regional parks (see demographic implications for more detail).

Growth to north and south-east will put pressure on key natural areas such as Beddington Creek, Nose Creek, McDonald Lake, Shepard Slough, Priddis Slough, Red Deer Lake (Lloyd Lake) and Pine Creek.

Increased effort will be required to ensure adequate provision of neighbourhood open space and facilities in high density environments - working with developers, tenants and/or owners associations.

Programming opportunities using high-density facilities such as pools, tennis courts, playgrounds - cosponsored with developers, tenants and/or owners associations.

Increased demand from older communities to implement recommendations and philosophies of Inner City Open Space Study - to correct deficiencies.

Trends

'Current and future economic conditions will put more demands on natural resources. The supply of long-term resources is limited, so governments must represent the public interest" (5).

"The current situation in Alberta reflects a sensitivity to both the need to protect and the need to use the natural environment for economic growth. Although technological progress toward a diversified industrial and urban society has continued to put pressure on natural resources and the province's diverse natural landscapes, there has also come a realization that the supply of resources is not infinite, and overdevelopment can affect the quality of the environment. Methods of heritage resource protection are necessary to maintain an ongoing supply of natural resources to meet future demands" (5).

Residential development (and other private development) is rapidly limiting access to water areas, both rivers and lakes, and to major land areas to the west and north-west of the city (4,6).

Water quality in Bow (south of Bonnybrook bridges) and in Nose Creek system polluted to point where water is "unsuitable for primary (body) contact recreation." The loadings or City contribution to pollution has been increasing with Calgary's growth (7).

Projections for future use of the fish and wildlife resource are based on the assumption that past and current trends will continue for the next 20 years. On that basis, viewing and fishing continue to increase at a greater rate than human population growth while hunting increases at or slightly less than the same rate (8).

Increasing demand for quality outdoor experiences and near-urban outdoor recreation opportunities. Demand for interpretive and outdoor skill programs increasing rapidly in Calgary.

Implications

Clear need to act on recommendations pertaining to protection of lands with regional park potential, natural areas and habitats and water recreation potential (see 'Calgary River Valley's Plan', 'Water Recreation Resources Study' and 'Environmentally Significant Areas of the Calgary Region' - sources 6, 7 and 9).

Lands within the City limits already designated as Environmental Reserve or Natural Park Land need increased attention to ensure long-term protection and management with a 'stewardship' philosophy.

Increased provision and/or facilitation of environmental education opportunities.

Full support of voluntary groups who are prepared to actively involve themselves in acquisition, protection, development and/or programming of natural areas.

Continue to develop pathway and trail systems both within natural areas and to provide access to them.

Better coordination of city, regional and provincial park activities and roles to ensure adequate protection and management programs.

Increase involvement of parks/recreation community in environmental issues such as water quality in the Bow River.

Technological Trends and Implications

Trends

Use of computers becoming widespread (home, office and plant). Increasingly linked for information exchange. Simulations and learning programs becoming more sophisticated.

More business and government leaders are looking towards information management for major productivity and service improvement gains.

Increase in computer products integrating recreational activities with electronic technology (e.g. simulations of world's greatest golf courses, remote wildlife sensing equipment, guitar lessons).

Increased access to communication satellites giving access to world-wide information and experience.

Health related technology will increasingly facilitate health and longevity.

Increasing use of controlled environments, convertible enclosures, etc. for climate control and/or extended use.

Facility technology advances to permit increased levels of use (e.g. better lighting, artificial surfaces).

Energy efficiency is continually improving and alternative energy sources are being refined.

Implications

Increasing use of computer/information technology in park/recreation management.

Increasing use of interactive computer technology as a substitute for traditional leisure services (e.g. learn guitar or weaving at home or in a resource centre provided by school or library).

Use of home computer systems for leisure education (increasing awareness of leisure needs and opportunities).

Information sharing networks will be used to develop less formal leisure opportunities (e.g. skills exchanges, formation of clubs).

Potential for an information bank that assembles all indicators of need and interest for leisure services, an extremely useful planning and marketing tool.

Opportunities to combine leisure facilities with development of controlled environments (e.g. West Edmonton Mall).

Great potential for more effective operation of existing facilities through retrofitting of energy-saving devices.

Blurring of distinction between work, education and leisure as computer-assisted learning becomes a feature of all three (e.g. can work at home, can learn at leisure).

Decline in mandatory physical activity (mostly work-related) as many manufacturing and resource related tasks are automated/robotized; health need to compensate during leisure hours, increase in fitness services.

Communications advances may lead to social isolation and a need for increased leisure opportunities with social objectives.

Continued need for the park system to cope with 'new toys' such as the snowmobile, the mini all-terrain vehicle, the recreational hovercraft.

Increased health and longevity will further emphasize need for leisure services for the senior population.

Value Trends and Implications

Trends

Long-term increase in values related to quality of life, creativity and self-actualization, individualism, humanitarianism, community and interdependence and the ecological ethic (9).

While acknowledging a short-term conservatism, long-term trends favour decline in materialism, private ownership, capitalism and independence (10,11).

Increasing demands for power and involvement in the political process; both traditional and non-traditional groups becoming more effective (12).

Increasing disillusionment with industrial system and increased demand for government efficiency and accountability (12).

Implications

Public will demand both quality and efficiency from services purchased.

Increasing interest in individual, small group, informal activities at expense of large group, formal activities.

Gradual shift to less consumptive forms of recreation.

Increased desire and ability of individual and community groups to identify and look after their own leisure needs; continued growth of volunteer ethic and involvement.

Increased public support for preservation of natural environments.

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APPENDIX H

1986 Household Survey
Municipal Services And Priorities

August 1986

Planning Section

Parks/Recreation Department
City of Calgary

Complete Report available from Planning Section (268-4760)

ABSTRACT

Executive Summary

This planning report is based on the responses to a random sample home interview survey. A sample of 600 households was drawn from the 235,934 households indicated in the Calgary census. Of these, 400 useable interviews were completed. The interviews were conducted by an independent survey firm under contract to the Department. Significant findings are as follows:

- When looking at a range of municipal services Calgarians appear to be most satisfied with health care and park services.
- While all types of parks rated positively on a scale ranging from very poor to very good, the higher profile city wide parks such as the Zoo and Heritage park rated highest with 89% of the respondents rating them positively. High ratings were also given to parks/playgrounds and team sport facilities.
- Providing outdoor recreation opportunities and beautification of the urban environment were considered to be the primary objectives of the parks/open space system.
- Physical fitness, strengthening communities, assisting individuals to reach their potential and alleviation of social problems were expressed as important objectives for recreation and facility programming.
- Calgarians feel that the need for traditional facilities such as pools, arenas and playfields will remain in an adult-oriented age and that adults have as much right to subsidized recreation programs and facilities as do children.
- There is general agreement with subsidization of the economically disadvantaged with the principal target groups being seniors on guaranteed income supplement and the working poor.
- Capital spending priorities most favored by the respondents are upgrading and maintaining current parks and facilities, protection of the natural environment and park development. Relatively low priority was assigned to expenditures on ethnic clubs and expanding existing community association buildings.

Although the expression of public opinion presented herein must be tempered with an awareness of the practical boundaries of capital limitations, departmental mandates and emotional/reality issues; there are numerous implications important to the future growth and policy priorities of the Parks/Recreation Department such as:

- There is general support for increased emphasis upon the provision of parks and recreation opportunities with in the City. The current opinion relative to the quality and quantity of service suggests further support of arts/crafts and track and field facilities while maintaining the current level of support given to the special facilities such as the Zoo and Heritage Park.

- Increased emphasis upon landscape beautification and environmental protection within the park system.

- A policy directed toward the economically disadvantaged ensuring accessibility to user pay facilities with potential consideration given to the provision of "low cost days or evenings at all city run facilities".

- Capital development priorities to concentrate on the completion and maintenance of existing parks, recreation and community facilities, the protection of natural areas, and new park land development. Capital expenditures which involve narrowly defined special interest groups should be carefully reviewed against the needs of the greater public and the previously mentioned priorities.

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MUNICIPAL SERVICES AND PRIORITIES

INTRODUCTION

This household survey was undertaken by the Planning Section of the Parks/ Recreation Department. The purpose of the survey was to provide opinion research into the development of future policy issues and attempt to measure opinions regarding present policy directions of the Department. This household survey explored similar questions as were asked in the 1981 'Recreational Needs and Preference Study (RETHINK) in order that attitude differences might be determined. In addition key policy issues expected to become increasingly important in the coming decade were investigated.

STUDY OBJECTIVES

The 1986 Household Survey Number 1 had the following objectives:

1)To sample opinion of the general public on current and potential policies of the Parks/Recreation Department regarding the level of service, objectives and purposes, social problems,the economic disadvantaged and the aged.
2)To evaluate priorities for capital spending as a functions of the level of emphasis Calgarians place on general investment needs.
3)To test concepts for future policy development.

METHODOLOGY

Sample

Calgary has a total of 235,934 households requiring a simple random sample size of 384 household to achieve a 95 percent level of confidence. A random sample of 600 household addresses was provided by Corporate Resources utilizing a computer randomizing selection process. A total of 400 interviews were completed.

Data Collection

The method of data collection was that of a personal interview conducted at the respondents home. Householders were notified of the coming interview by mail and asked to cooperate. At the house the interviewer conducted a screening procedure to determine who should be the respondent.

Survey Instrument

The questionnaire was individually administered by the interviewer. Lists and response categories reproduced on large 8"by 11" flash cards were shown to the respondent during each set of questions (see Appendix?) Responses were recorded directly on the interview form and precoded for data entry.

Data Entry

All completed interview forms were inputted into a data file labeled HOME86 DATA . Data entry began as soon as the first one hundred interviews were complete. The data entry was undertaken on the City of Calgary's mainframe computer. The data file is a fixed column rectangular file stored on disk.

RESULTS

Highlights by Question

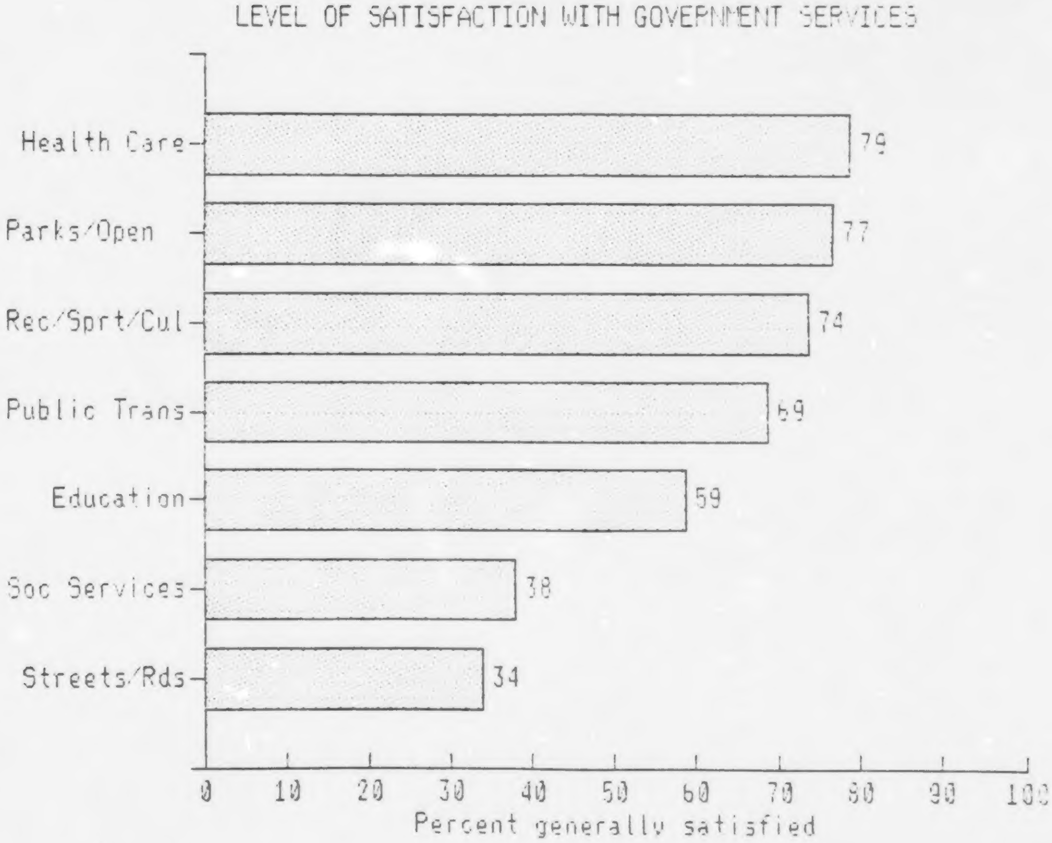
The following statements and graphics summarize the information in the same sequence as the original questionnaire.

Satisfaction with Government Supported Services

The respondent was asked to indicate his/her level of satisfaction with the primary government supported services. As a follow up question the respondent was then asked to review the list of services and indicate if they should receive more or less emphasis in the future.

- Calgarians are most satisfied with health care (79%) and parks/ open space/natural areas (77%).
- Calgarians are least satisfied with the streets and roads (34%)
- Calgarians are generally satisfied with the recreation/culture/ sport (74%) and parks/open space/natural area opportunities in the city.
- There is strong support for giving increased emphasis on streets and roads (79%:increase somewhat 39%,increase a lot 40%)

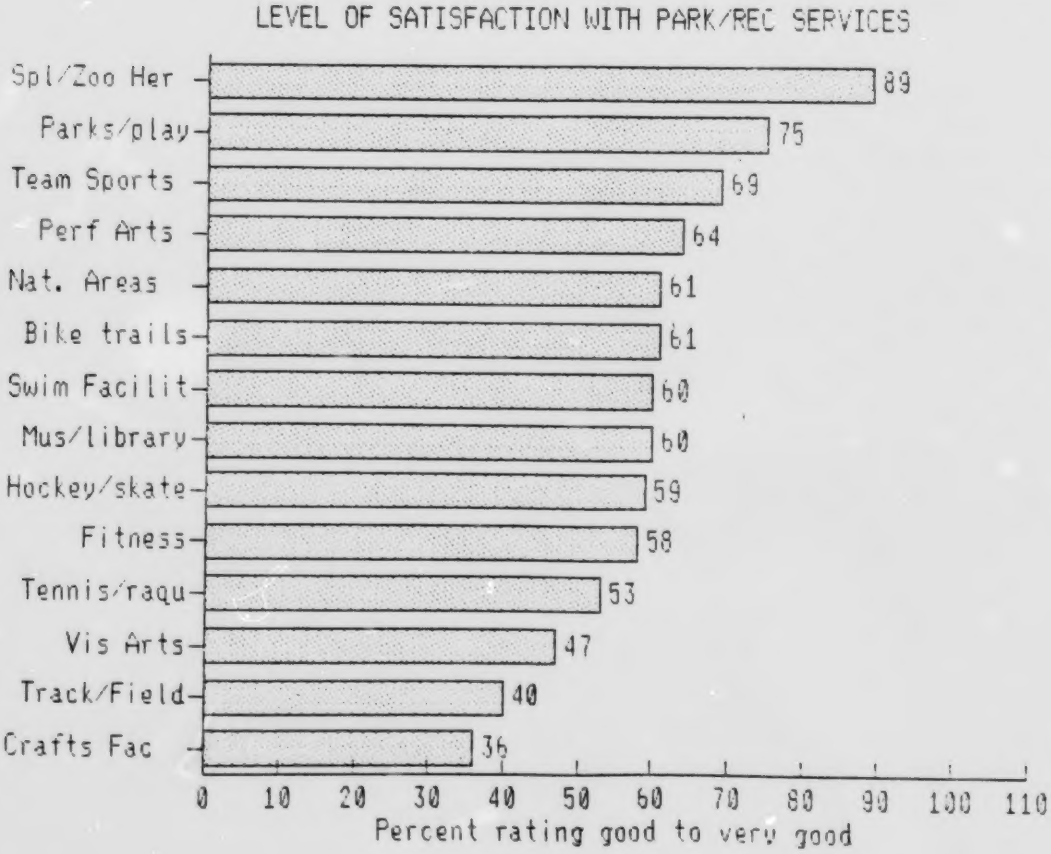
- There is general support for giving increased emphasis to the provision of parks/open space opportunities in the City (56%).
- There is less satisfaction with recreation/culture/sport among the poor (42%) than the more well to do (76%).



Level of satisfaction with parks, recreation and cultural facilities

The respondents were shown a card with a horizontal scale of one to five with 1 being labeled very poor, 2 poor, 3 neither good nor poor, 4 good, 5 very good. They were then asked to select the response that best described their feeling about a series of park, recreation and cultural facilities.

- The highest rated facilities were the major special interest parks such as the Zoo and Heritage Park with 52% of the respondents rating them very good and 37% rating them good for a total positive rating from 89% of the respondents.
- Parks and playgrounds were also rated highly with 74% of the respondents feeling positive about them.
- Team sport facilities were also rated favorably with 69% positive
- The least positive ratings were for facilities for people to take part in crafts and hobbies such as pottery, painting, ceramics and other crafts (36% positive); track and field facilities (40%) and visual arts facilities such as art galleries, studios and exhibit space (47%).
- None of the types of facilities listed received poor and very poor combined ratings exceeding 15% of the respondents.



PART B Level of satisfaction with objectives

Questions 4 to 9 examined the respondents attitude about objectives for parks and recreation, and the role of recreation programs in alleviating social problems. When asked if they were satisfied or dissatisfied that the system had achieved the objectives the results were

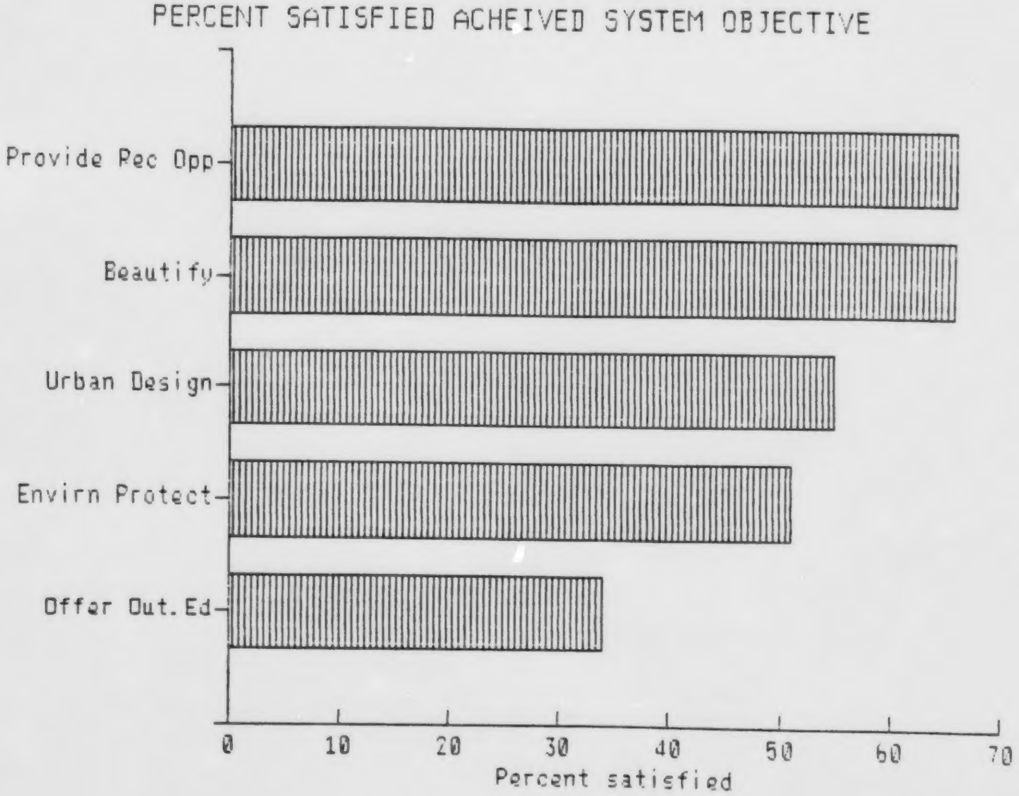
- The greatest levels of satisfaction were assigned to these objectives

  a. Provide outdoor recreation opportunities (65% satisfied)
  b. Landscape and beautify the urban environment (65% satisfied)
  c. Contribute to effective urban design (buffers, noise barriers, links and corridors, set-backs). (54%)

- When asked if the Department should reduce or increase emphasis on each of these objectives in the future all of them were seen as requiring additional emphasis (54% to 67% of respondents indicating some increase).

- Recreation program and facility objectives receiving the highest levels of satisfaction relative to current achievement were as follows:

  a. To help individuals become or remain fit and healthy (67%)
  b. To build strong communities (53%)
  c. To help individuals develop their full potential (physical, creative, social, etc). (52%)



- The objective which the public was dissatisfied with relative to the current level of achievement was " to help prevent social problems such as loitering, crime, loneliness and social alienation". (37% dissatisfied)

- When asked if each of the objectives should receive more or less emphasis, a high percentage of all the respondents felt that each of the objectives should receive more emphasis. The two highest were:

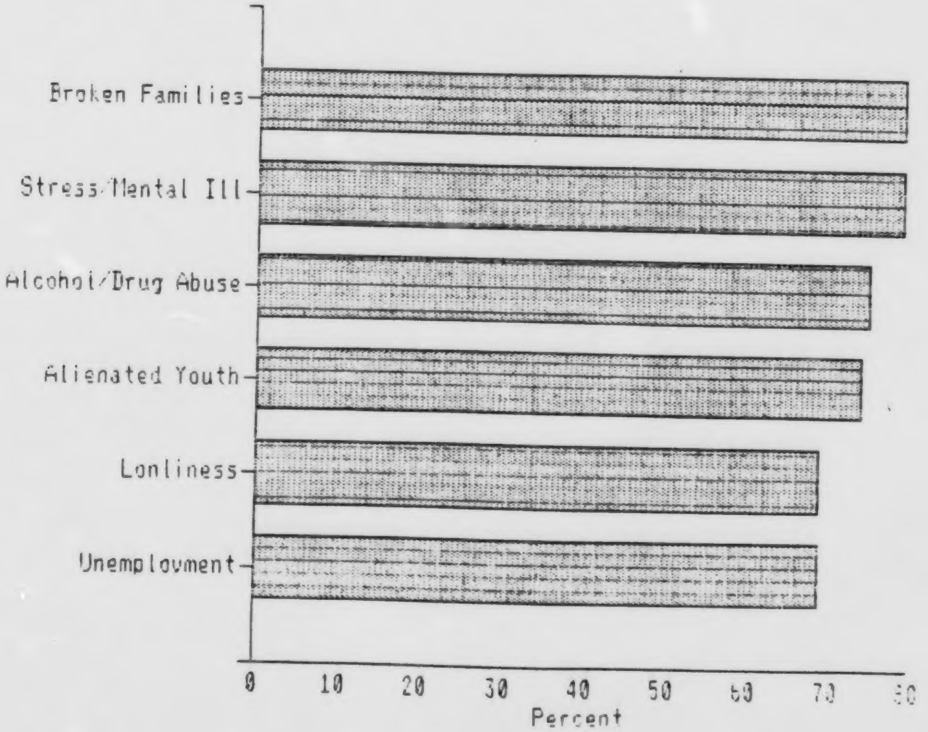
  a. To help prevent social problems such as loitering, crime, loneliness, and social alienation. (82% of respondents indicating should increase emphasis)
  b. To build strong communities (69% indicating more emphasis)

- Typical social problems were listed and respondents were asked to indicate which could be or could not be helped by designing recreation programs for those experiencing the problem. The public responded that such programs would help in all cases with the three most positive being; alcohol/drug abuse, broken families, and bored /alienated youth.

- A follow up question asked the respondent to indicate the degree of support for using tax dollars to develop social/recreation services to address those social problems. A minimum of 68% of all respondents were somewhat to fully supportive to servicing all of the listed social problems. Those receiving the highest support were as follows:

  a. Stress/mental illness (79% support)
  b. Broken families (79% support)
  c. Alcoholism/drug abuse (75% support)

SUPPORT FOR USE OF TAX DOLLARS TO DEVELOP SOC/REC PROGRAMS

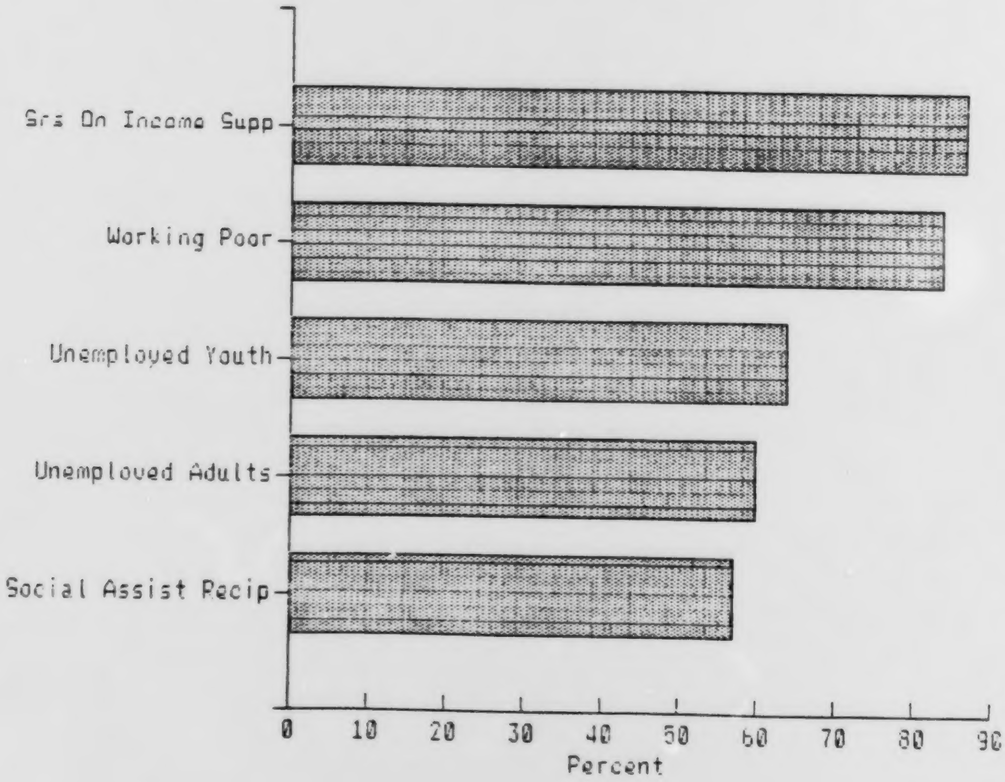


PART C Subsidization and the Economic Disadvantaged

Questions 10 to 14 were developed to investigate the attitude of the public toward such issues as user pay, subsidization and methods of providing recreation services to the economic disadvantaged. The results indicated a public concern relative to access to recreation opportunities by the economically disadvantaged with particular emphasis upon the working poor and low income seniors. Specific findings are presented below:

- 72% of all respondents felt that the economically disadvantaged should receive some form of aid to participate in recreation activities verses 15% who indicate there should not be any subsidy.
- Upon reviewing a listing of typically economically disadvantaged groups the respondents indicated that they agreed with some form of subsidization to all groups with the minimum level of agreement being for the unemployed (59% agreeing) and the highest levels of agreement being subsidization for seniors on guaranteed income supplement (85% agreeing) and the working poor (82% agreeing). The working poor were defined as those receiving less than
- When asked to review a series of options for providing recreation opportunities the public was somewhat supportive to all of the options with the highest support (83%) indicated for "low cost days or evenings at all city-run recreation facilities".

EXTENT OF SUBSIDIZATION

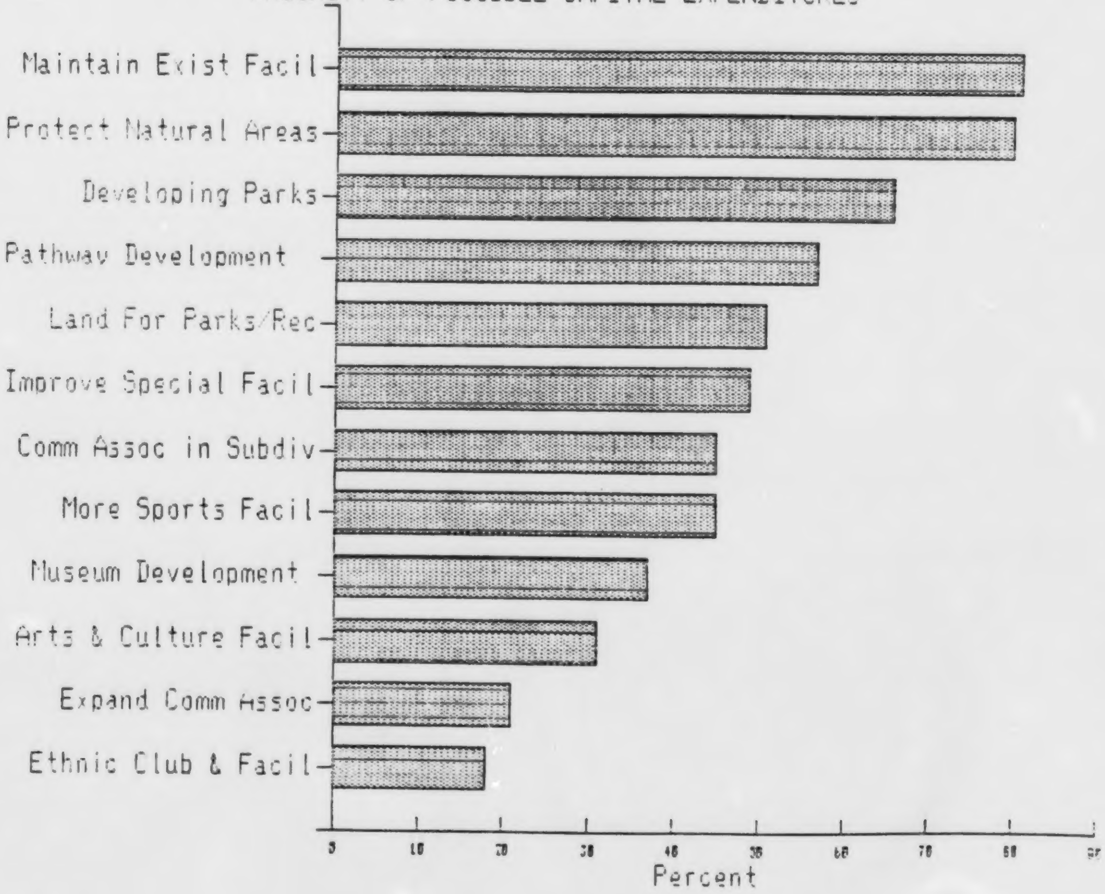


PART D Capital Priorities

Given a listing of potential capital projects which might be funded over the next five years the public was asked to rate each from lowest priority to highest priority. A clear preference pattern emerged.

- 'Keeping current parks, recreation facilities and community buildings in good shape' had the highest percentage (81%) of respondents indicating either high or highest priority.
- 77% of the respondents rated 'Protection of natural areas' as high or highest priority.
- 'Developing parks (improving existing and new parks)' was the third highest priority with 66% of the respondents rating it as high or highest priority.

PRIORITY OF POSSIBLE CAPITAL EXPENDITURES



APPENEDIX I

1986 FINANCIAL/BUDGET SURVEY

DISCUSSION INTERVIEWS

1986 September

Planning Section

Parks/Recreation Department
CITY OF CALGARY

Complete Report available from Planning Section (268-4760)

APPENDIX I

EXECUTIVE SUMMARY

This research report is based on the responses to random sample home discussion interviews. A random sample of 1,000 household phone numbers were selected from AGT's 1986 Numerical and Street Address Directory. The average number of telephone numbers on a page was multiplied by the number of pages and divided by the random sample size of 1,000 to equal every 235th telephone number to be chosen. These numbers were then called and individual interview appointments were arranged. Interviews took place in the home of the respondent. The interviewer presented the information as prepared on each issue prior to the respondent completing each segment of the survey questionnaire. A total of 150 interviews were completed to provide a general sample of opinion regarding these issues. As this sample is small, caution is required regarding generalizations about this data back to the population as a whole. The noteworthy findings are as follows:

- Of those surveyed, the majority feel the programs and services provided by the Parks/Recreation Department are good to excellent value for the tax dollar.

- 76% responded that the Parks/Recreation Department should count on the same level of tax support, or identified a need to increase expenditures.

- 67% of those surveyed feel that the operation of public recreation facilities and services should be financed equally through City tax revenues and user fees.

- 42% of those surveyed feel that the total capital budget for the Parks/Recreation Department should increase while 33% expressed no opinion, and 13% commented that it should remain the same.

- Support for the recovery rates for recreation programs to remain the same ranges from 19-24% only. However, those who want an increase or decrease were split with a difference of 31% being the greatest support for change:

  41% feel the recovery rate for adults 55-65 years of age should be reduced (minus 10% that feel the recovery rate should increase = 31%)

- Support for the recovery rates to change for facilities was in the direction of increases:

  33% feel that the recovery rate for athletic parks should increase
  29% feel that the recovery rate for outdoor pools should increase
  27% feel that the recovery rate for arenas should increase

- 85% of those surveyed feel the Parks/Recreation Department should increase their advertising as a means of increasing revenues.

- 69% are opposed to "trimming levels of service" and 55% are opposed to "eliminating activities" as methods of decreasing expenditures.

Complete Report available from Planning Section (268-4760)

The findings and public attitudes expressed in this survey suggests the following considerations:

- That the Parks/Recreation Department's Operating and Capital Budgets continue to receive **at least** the same level of tax support.
- That facility and service user fees be adjusted to equal the amount financed through City tax revenues.
- That the Parks/Recreation Department as a means of dealing with the issue of restraint develop a comprehensive marketing plan to ensure the effectiveness of an increased advertising campaign with the purpose of increasing revenues. Restraint should not be dealt with by "trimming levels of service" or eliminating activities.

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APPENDIX A:

Questionnaire

INTRODUCTION

This household survey was undertaken by the Planning Section of the Parks/Recreation Department. It was one of many surveys completed to assist in the process of re-writing the Five-Year Policy and Procedures Manual. The purpose of the survey was to provide public opinion on financial/budget issues.

STUDY OBJECTIVES

The 1986 Financial/Budget Survey had the following objectives:

1) To provide the interviewees with information about the Parks/Recreation Department's operating budget, capital budget, program subsidies and facility subsidies in hope of receiving back, informed opinions about the same.

2) To provide another means for the public to express their level of satisfaction with the programs and services provided by the Department.

METHODOLOGY

Sample

The sample of 1,000 potential respondents was established by utilizing AGT's 1986 Numerical and Street Address Directory. The average number of telephone numbers on a page was multiplied by the number of pages and divided by the random sample size of 1,000 to equal every 235th telephone number to be chosen. Of the 1,000 households contacted, 150 agreed to the interview process.

Data Collection

The method of data collection was that of a discussion interview conducted at the respondent's home. The interviewee was contacted prior to the interview by telephone and an appointment was made for an interviewer to come to their home at their convenience. The interviewee was informed of the length of the interview - one hour.

The survey was designed to share information with the respondent regarding current budgets, policies and terminology and then opinions were recorded relative to that information. The information was presented by the interviewer using standardized graphic, pictorial and text packages. The interviewer presented the information as prepared on each issue prior to the respondent completing each segment of the survey questionnaire. The interview took an average of one hour to complete; 70% felt this was about right for length, 30% felt it was too long. Other interviewee's opinions about the discussion interview are:

- 72% felt the interview covered the issues
- 50% felt it was very interesting, 44% felt it was fairly interesting
- 84% felt that the interviewer conducted the interview very well

Survey Instrument

The questionnaire contained five sections: the first four dealt with the issues of operating budget, capital budget, subsidies, and restraint. A final section dealt with demographic information about the respondent. The entire survey was bond together in the form of a 12 page booklet, 7" x 8½".

Data Entry

All completed questionnares were input into a single data file, labeled FININTER Data. Data entry began as soon as the first seventy were returned completed. The data entry was undertaken on the City of Calgary's mainframe computer.

RESULTS

HIGHLIGHTS BY QUESTION

The following information summarizes the data received in format of the original questionnaire.

ISSUE 1: OPERATING BUDGET

Question 1:

Special Facilities

- 93% of those surveyed feel the Zoo is good to excellent value for the tax dollar. It is interesting to note that two weeks prior to the completion of the interviews, an elephant (August 11) and a giraffe (August 15) were born resulting in a lot of publicity for the Zoo.
- 41% of those surveyed responded 'no opinion' regarding the value of the service received, for the tax dollar, from Lindsay Park and Fort Calgary. Based on this high percentage of 'no opinion' and the comments made by the interviewees, the public seems to lack a general awareness of these two facilities, their programs and services.

Parks

- Given a list of parks, the percentage of those surveyed that feel the parks are good to excellent value for the tax dollar ranges from 63%-77%, depending on the park. The parks which received the highest percentages are:

Devonian Gardens	77%
Bowness Park	73%
Riley Park	72%

Facilities

- The percentage of those surveyed that feel that the facilities are good to excellent value for the tax dollar ranges from 61% - 77%, depending on the facility:

Swimming pools	77%
Arenas	72%

Leisure Services

- The percentage of those surveyed that feel that the leisure services are good to excellent value for the tax dollar ranges from 49% - 61% depending on the section of leisure services.
- The percentage of those that expressed no opinion about leisure services ranges from 33% - 42%.

Question 2:

70% would keep the distribution of the tax dollar between the above areas the same.

Of the 27% which responded that they would change the distribution of the tax dollar, the percentage that would increase the amount an area would get and the percentage which would decrease this amount is almost evenly split:

Subtracting the difference

- 7% would increase the percentage of the tax dollar that special facilites would get.
- 4% would decrease the amount parks would get.
- 2% would increase what facilities would get.
- 2% would increase what leisure services would get.

Question 3:

43% responded that in the next ten years the Parks/Recreation Department should count on the **same level of support** (total expenditures remain the same).

33% indicated a need to **increase expenditures.**

16% indicated a need to **decrease expenditures.**

Question 4:

The operation of public recreation facilities and services should be financed:

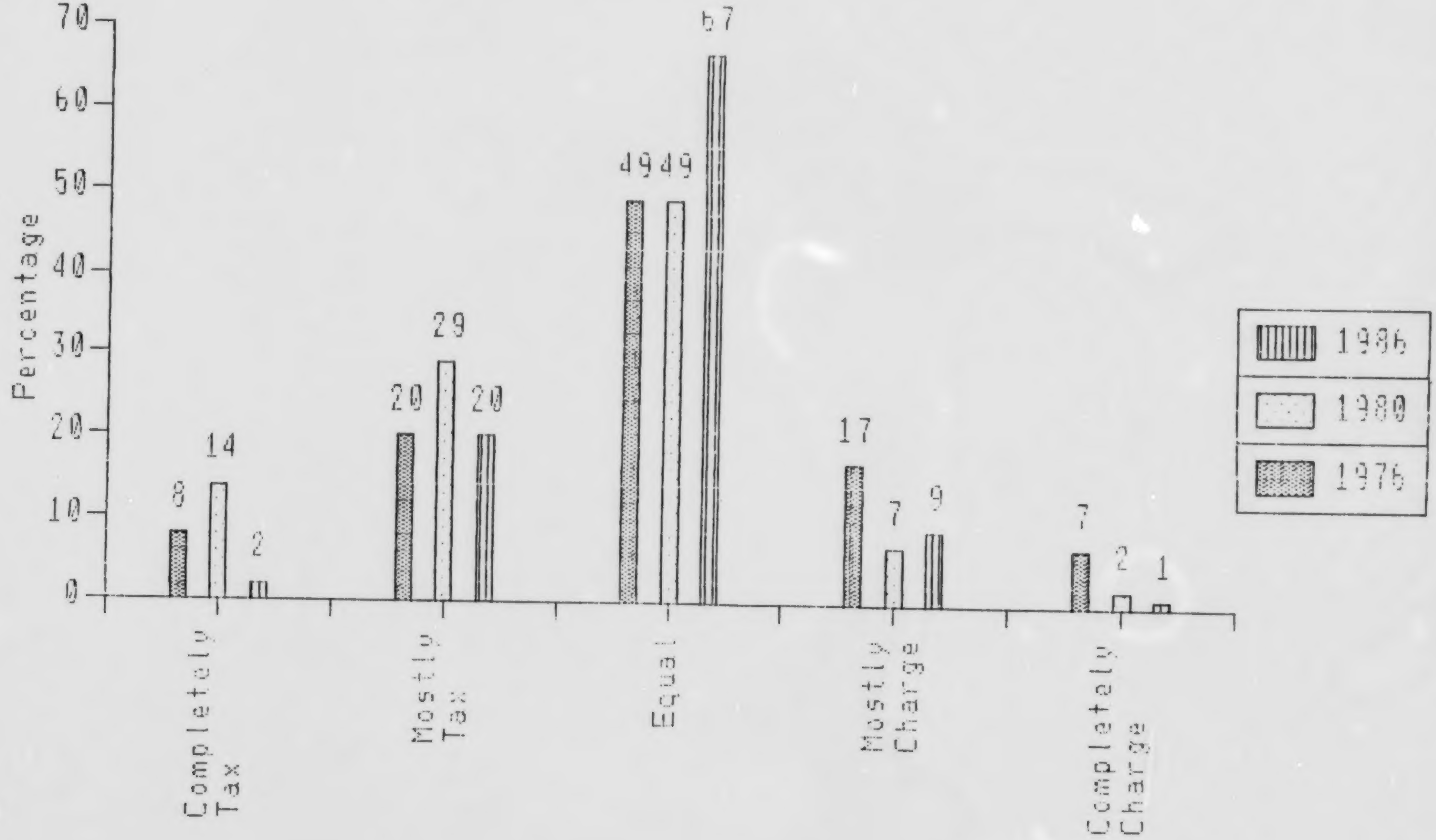
67% said equally through City tax revenues and user fees.
20% said mostly through City tax revenues.
9% said mostly through user fees.

The wording of the question: "How should the operation of public recreation facilities and services be financed?" was similar to that of a January 1976 study (Perc, "A Study of Public Preferences for Recreation Programs and Facilities .... Phase II", March 1976) and a February 1980 study (Rethink Incorporated", The Recreational Needs and Preferences of the Citizens of Calgary, February 1980) so that comparisions could be drawn.

By far the strongest response was for the operation of recreation facilities and services to be financed equally by tax dollars and user charges. The responses from the 1976 study (48.9%) and 1980 study (48.7%) are almost identical but the response from the 1986 study is substantially higher (66.7%).

While the trend of response in 1976 tended to lean towards operating the recreation facilities and services through tax dollars than through user charges (19.7%), this trend became more so in 1980 (28.8) and has lessened in 1986, to become almost identical to 1976 (20%).

HOW SHOULD THE OPERATION OF PUBLIC RECREATION AND SERVICES BE FINANCED ?



ISSUE 2: CAPITAL BUDGET

Special Facilities	-	41% feel that the Capital Budget distribution should **increase** for special facilities.
	-	52% feel that the Capital Budget distribution for the Zoo should **increase.**
	-	Fort Calgary, the distribution between those that indicated an increase (24%) and those that indicated that the Capital Budget distribution should decrease (21%), is almost equal.
Parks	-	46% feel that the Capital Budget distribution should **increase** for Parks.
	-	54% feel that the Capital Budget distribution for the community parks should **increase.**
	-	50% feel that the Capital Budget distribution for Natural Areas should **increase.**
Facilities	-	48% feel that the Capital Budget distribution should **increase** for facilities.
	-	50% feel the Capital Budget distribution for pools should **increase.**
	-	42% feel the Capital Budget distribution for arenas should **increase.**

42% Of those surveyed feel that the total Capital Budget should **increase.**
33% No opinion.
13% Remain the same.
12% Decrease somewhat.

ISSUE 3: SUBSIDIES

Question 1:

Recreation Programs - Those surveyed were split in regards to this issue. The percentages are the result of the following calculations:

(Reduce a great deal + Reduce somewhat) - (Increase somewhat + Increase a great deal)

41% - 10% = 31% feel the recovery rate for adults 55-65 years of age should be **reduced.**

33% - 18% = 15% feel the recovery rate for family programs should be **reduced.**

31% - 17% = 14% feel the recovery rate for disabled people should be **reduced.**

14% - 35% = 21% feel the recovery rate for youth programs should be **increased.**

Support for the recovery rates to remain the same. Ranges from 19-24% only.

Facilities - 30% - 12% = 18% feel the recovery rate for adults 55 - 65 years of age should be **reduced.**

31% - 12% = 19% feel the recovery rate for seniors 65+ and disabled adults should be **reduced.**

11% - 40% = 29% feel that the recovery rate for outdoor pools should **increase.**

12% - 39% = 27% feel that the recovery rate for arenas should **increase.**

37% - 4% = 33% feel that the recovery rate for athletic parks should **increase.**

Question 2:

50% **agreed somewhat** that the percentage recovery should vary with the age group involved.

14% **agreed totally.**

26% **disagreed somewhat.**

Question 3:

Those surveyed were split in regards to this issue. The following percentages are the result of the following calculation:

(No subsidy + Reduce subsidy) - (Increase subsidy + No user fee)

40% - 11% = 29% feel that **subsidy** for the planetarium should be **reduced.**

37% - 6% = 31% feel that the **subsidy** for Fort Calgary should be **reduced.**

20% - 30% = 10% feel that the **subsidy** for the Leisure Centre should **increase.**

ISSUE 4: RESTRAINT

Each municipality has reacted to the recession in its own way, making adjustments in a manner designed to least displease the citizen. Restraint can be accomplished by increasing revenues and/or decreasing expenditures. When respondents were asked to choose their top three choices in each category, their rankings correlated with their response to whether or not each strategy should be considered or not:

To increase revenue:	85%	said P/R **should** increase advertising.
	76%	said P/R **should** increase revenue through donations and fundraising
To decrease expenditures:	76%	said P/R **should** increase community responsibility.
	72%	said P/R **should** increase productivity.
	69%	said P/R **should** contract out.
	69%	are **opposed** to "trimming levels of service".
	55%	are **opposed** to "eliminating activities".

These last two statements are supported by the low response to Issue 1, Question 3:

> Only 3% responded in favour of "Reducing the expenditures, therefore, reducing the level of service provided directly by the Department".

APPENDIX J

1986 Public Opinion Survey
Recreation and Park Services

August 1986

Planning Section

Parks/Recreation Department
City of Calgary

Complete Report available from Planning Section (268-4760)

ABSTRACT

Executive Summary

This planning report is based on the responses to a random sample mail questionnaire. A sample of 2000 households was drawn from the 235,934 households indicated in the Calgary census of these 457 useable questionnaires were returned resulting in a 23 percent return. Initiated as a source document for establishing base line information and public opinion for the revised five year policy plan, the Public Opinion Survey joins with the 1986 Household Survey of Municipal Services and Priorities to provide an effective measure of citizen attitudes and feeling about parks and recreation services in Calgary. Overall there is a dominant expression of satisfaction with parks and recreation facilities and services with exceptions as noted herein. Significant findings are as follows:

- In the area of open space and parks there is near consensus that the pathways, river banks, and natural areas of the city are the most valued elements of the system.
- The public use and endorse a continuing public supply of key recreational facilities including indoor swimming pools, arenas and outdoor skating rinks.
- The primary recreation service providers to most Calgarians are; key societies such as the Zoo and Heritage Park, the Parks/Recreation Department, and educational institutions.
- Teen program opportunities appear to be the least complete in terms of quantity, quality and variety.

The findings and public attitudes expressed in this survey suggest the following considerations:

- That the department enhance its efforts to acquire, protect and make public the river banks and natural areas of the City.
- That pathways, natural areas and similar outdoor facilities receive a level of attention (maintenance and development) equal to that of the major indoor facilities of the system.
- That the department increase its efforts toward a system of effective supervision and patrol of parks and open spaces.
- That the recreation program components of the system insure opportunities for teenagers and that the department continue in its role as recreation service provider in those program areas under serviced by other providers.

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Appendix C. Questionnaire 22

INTRODUCTION

This mail questionnaire was undertaken by the Planning Section of the Parks/ Recreation Department. The purpose of the survey was to provide opinion research into the development of future policy issues and attempt to measure opinions regarding present policy directions of the Department. This mail survey explored similar questions as were asked in the 1981 'Recreational Needs and Preference Study ' (RETHINK) so that attitudinal differences might be determined. In addition attitudes and opinions were tested concerning specific issues which had been identified in strategic planning sessions with the staff of the department.

STUDY OBJECTIVES

The Public Opinion Survey had the following objectives:

1) To sample opinion of the general public on levels use and general satisfaction with parks, facilities and programs provided by the Department of Parks/Recreation.
2) To establish a measure of use, desirability and public need for the various services and facilities provided by the Parks/ Recreation Department.
3) To provide complementary data to the more detailed Home interview survey.

METHODOLOGY

Sample

Calgary has a total of 235,934 households requiring a simple random sample size of 384 household to achieve a 95 percent level of confidence. A random sample of 2000 household addresses was provided by Corporate Resources utilizing a computer randomizing selection process. A total of 457 useable interviews were returned.

Data Collection

The method of data collection was an eight page self-administered questionnaire. Householders received a package containing a letter of introduction and request for cooperation, the questionnaire booklet and a pre-addressed stamped envelope for returning the questionnaire.

Survey Instrument

The self administered questionnaire was prepared in booklet form on an 8 1/2 by 5 1/2 format. The first page contained instructions and reference to a glossary on the last page for clarification of terms. The questionnaire itself was divided into six parts; an introduction, parks and open space, recreation facilities, recreation programs,opinions and about you a classification section.

Data Entry

All completed questionnaires were inputted into a data file labeled PUBLICOP DATA . Data entry began as soon as the first one hundred questionnaires were returned. Data entry was undertaken on the City of Calgary's mainframe computer. The data file is a fixed column rectangular file stored on disk.

RESULTS

Highlights by Question

The following statements and graphics summarize the information in the same sequence as the original questionnaire.

INTRODUCTION

The respondent was asked to rate the level of provision of leisure services in Calgary and also to indicate areas that should receive further development.

- o Over 50% of all respondents rated all leisure services good to excellent.
- o Calgarians are most satisfied with the provision of parks and open space (83%), recreation programs (83%) and outdoor sport facilities

(81% rated good to excellent).

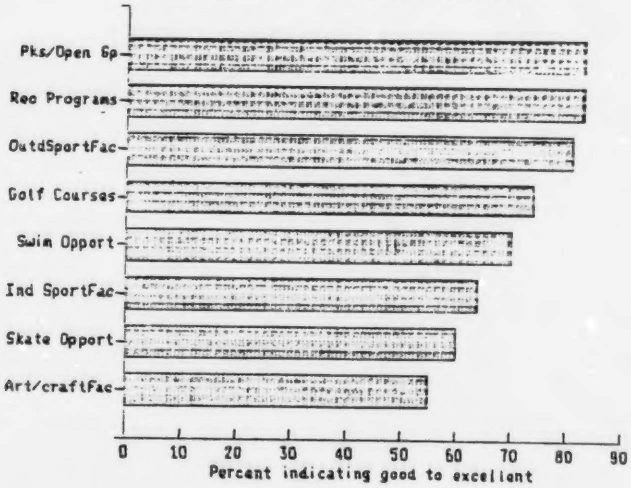
- Calgarians are least satisfied with arts/craft facilities (55%) and skating opportunities (60% rated good to excellent).

- A breakdown of the responses to this question by socioeconomic characteristics revealed few response differences according to income, age or education. However, there is a significant proportional difference between respondents in the northeast and those of the other sectors of the city. The northeast sector is less satisfied with the provision of parks and open space.

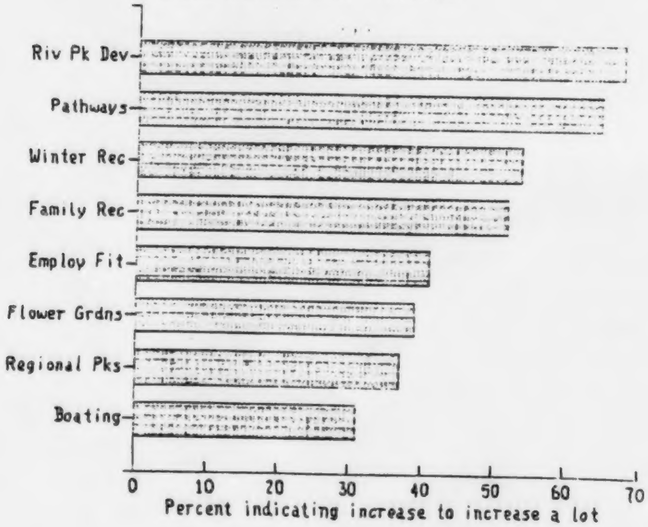
- Park development along river valleys and creeks, and further development of the pathways were the most commonly (68 and 65% respectively) indicated areas for further emphasis.

- Winter outdoor recreation and family recreation were the next most often indicated areas for further development with 54% and 52% of the respondents favoring further emphasis.

RATING LEVEL OF SERVICE PROVISION



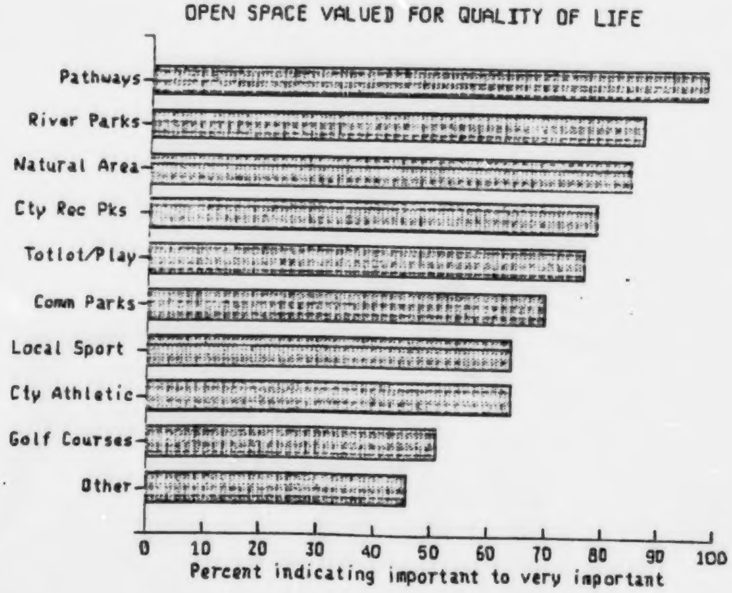
FUTURE DEVELOPMENT EMPHASIS



Part A PARKS AND OPEN SPACE

The respondents were asked four questions relative to parks and open space; how often they used the various types of parks, their opinion as to quantity and quality and which type of open space was most important to the quality of life in Calgary.

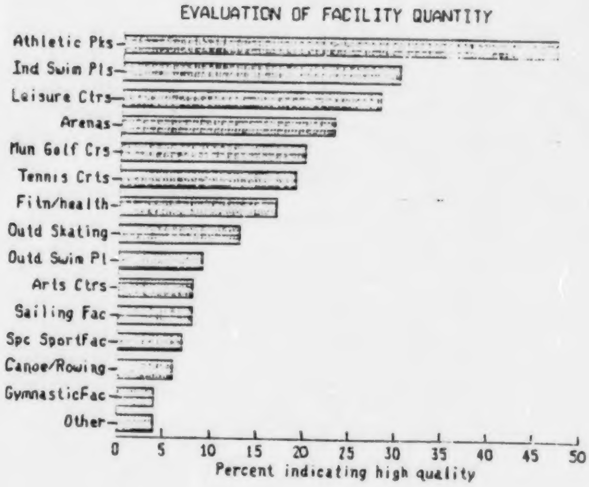
- o The most widely used (more than once per month) parks and open space facilities are the pathways (67%) and community parks (59%).
- o The most intensively used (several times per week and almost daily) recreation facilities are the pathways (24% of all respondents).
- o Gender appears to effect use primarily in the area of totlot use, with female use outnumbering male use almost 2 to 1.
- o Education appears to have an impact on use of virtually all park types. Those respondents having less than high school graduation tend to be less active users of the park and open space system.
- o Respondents making less than $25,000 were less active users of golf courses but were more or less equal users of the other park types.
- o When asked to evaluate the quantity of each park type, pathways and community parks received the highest percentage of respondents indicating high to highest quantity. (35 and 32% respectively)
- o When asked to evaluate the quality, pathways and riverbank parks received the highest percentage of respondents indicating high to highest quality. (53 and 49% respectively)
- o When asked which of the park types the respondent valued the most as important to the quality of life 98% of all respondents indicated pathways and trails with the second and third most important being river bank parks (87%) and natural areas (85%).

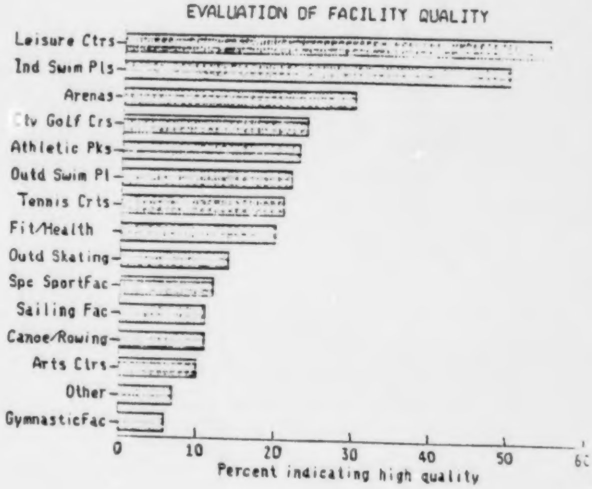


PART B RECREATION FACILITIES

Questions 6 to 8 examined the respondents attitude about recreation facilities with emphasis upon use, quantity, quality and importance of civic provision.

- The most widely used facilities are indoor swimming pools, outdoor skating rinks, and the leisure centres in that order with 44%,32% and 30% of the respondents utilizing these facilities once a month or more.
- As might be expected the more specialized facilities such as sailing, rowing and gymnastics were the least widely used.
- The most intensively used facilities (used several times per month and almost daily) were indoor swimming pools (26%), outdoor skating rinks (19%), and fitness/health facilities (17%).
- When asked to evaluate the quantity of leisure facilities, athletic parks, indoor swimming pools and leisure centers were seen to be of high or highest quantity. (47%, 30% and 28% respectively)
- When asked to evaluate the quality of each facility type, leisure centers, indoor pools and arenas received the highest percentage of respondents indicating high or highest quality. (55%, 50% and 30% respectively)
- Important facilities that the city should be involved in supplying include indoor swimming pools, outdoor swimming pools, outdoor skating rinks and arenas.

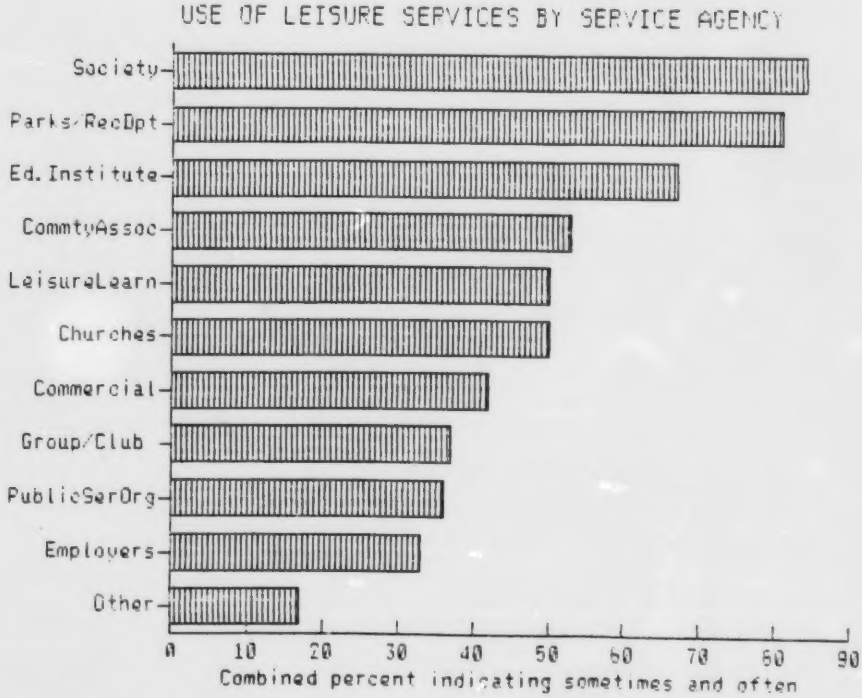




PART C RECREATION PROGRAMS

Questions 9 to 11 were developed to investigate the attitude of the public toward such issues as program supplier, quantity, variety, quality of programs and options to raising insurance rates.

- The service agencies most often utilized by the respondents for recreation services were; the key societies such as the Zoo, Heritage Park and Fort Calgary, the Parks/Recreation Department, and educational institutions.
- When asked to evaluate the quantity, variety and quality of program services in the various age groups, the respondents tended to rate each criterion similarly. Adult programs scored highest on all three measures with approximately 30% of the respondents rating them high to highest. Children's (6 - 12yrs) programs rated second highest with about 17% rating them high to highest.
- Teen programs were consistently rated lower in quantity , quality and variety then other program areas.
- The general public expressed a strong preference for passing laws limiting liability exposure as a reasonable way to deal with the increasingly high insurance rates.

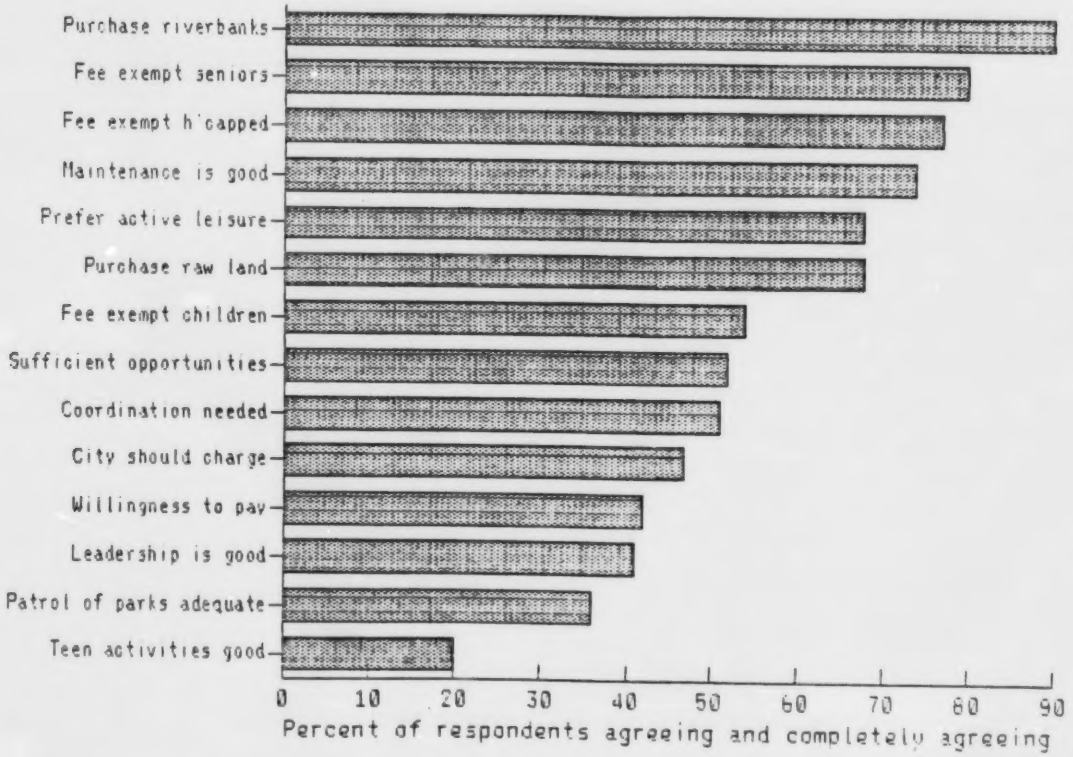


PART D OPINIONS

This part of the questionnaire asked the respondent to review a number of statements which were developed from the 1980 RETHINK study and to state their agreement or disagreement with the statement.

- o 90% of all respondents agreed or completely agreed with the statement that "Calgary should preserve the river banks as part of a linear park system" This result is consistent with the RETHINK study which also found the highest level of agreement with this statement.
- o The least agreed upon statements were as follows:
  1. "The type and quality of activities for teenagers is good." (20% agreed 25% disagreed 56% were neutral)
  2. "Supervision and patrol of public parks and recreation facilities is adequate." (36% agreed 32% disagreed 32% were neutral)

AGREEMENT WITH PREPARED STATEMENTS



APPENDIX K

1986 Parks/Open Space Discussion Interview

Sept 1986

Planning Section

Parks/Recreation Department
City of Calgary

Complete Report available from Planning Section (268-4760)

ABSTRACT

Executive Summary

This research report is based on the responses to a home interview discussion. Households were contacted at random throughout the City, individual interview appointments were arranged. Interviews took place in the home of the respondent. The interviewer presented the information as prepared on each issue prior to the respondent undertaking each segment of the interview. A total of 196 interviews were completed to provide a general sample of opinion regarding these issues. As this sample is small caution is required regarding generalizations about this data back to the population as a whole. The noteworthy findings are as follows:

o Respondents appreciate both the passive and active outdoor recreation opportunities that parks and open space provide, these along with beautification are the principal purposes of the parks/open space system.

o Additional emphasis upon outdoor education, environmental protection and landscape beautification are viewed as necessary to fulfill the purposes of the park/open space system.

o There is a high level of awareness of the park system and its major components. Natural areas, community parks and tot lots received ratings which reflected the greatest gap in satisfaction between the current level of emphasis and what the emphasis should be.

o City wide corridors (river valleys), links between and within communities were ranked as the most important areas of concentration for future pathway development. Overall improvements should focus on decreasing congestion and expanding the system in new areas.

o There is a strong concern for natural areas and environmental reserves with a feeling that the Department should be actively involved with both environmental education and environmental protection.

o Although there is a general lack of awareness of the Adopt-a-park program, the public endorses the concept.

o Land for parks and open space is seen as a budget priority. The most important choices for future land purchases are parks in deficient communities, natural areas, pathways and regional parks.

Implications contained within these results are consistent with the directions and trends identified in the other surveys carried out as part of this policy/planning series. This information is more issue specific and therefore more explicit in its directions. The principal implications are as follows:

o The Parks/Recreation Department should maintain a balance between passive and active open space development. While sport groups and community associations form effective lobbies serving their needs, the department should remain cognizant of the large body of the general public who appreciate the passive/relaxing qualities of park lands and

the impact of parks/open space upon the environmental residential quality. Enhancement of the passive aspects of park lands should include further emphasis on outdoor education, environmental protection and landscape beautification.

- The recreational pathway system is very popular and well utilized. Completion of the major pathway corridors along the river valleys should be a priority over the next 5 years. Along with corridor expansion and completion, community links are required to make the system accessible to as many residents as possible. Improvements on existing pathways should concentrate on relieving congestion along the heavily utilized segments of the system.
- Greater departmental emphasis and resources should be placed upon the natural environments within the system. Natural areas, natural environment parks and environmental reserves are to be recognized as important elements of the park system requiring greater resource allocations to ensure their protection, their outdoor educational potential and their accessibility to the public.
- Park land acquisition should continue to command an appropriate budget allocation with emphasis upon acquiring land for open space deficient communities, natural areas, pathways and regional parks.

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PARKS/OPEN SPACE DISCUSSION INTERVIEW

INTRODUCTION

The milieu of the parks/open space opportunities within the City is the collective result of developers, decision makers, city administrators and planners acting within the constraints and opportunities of the environment. Guidelines and the legal framework for open space are found within the Alberta Planning Act, the General Municipal Plan, and the Parks/Recreation Policy and System Plan. A review of the guiding policies regarding open space would not be complete without input from the community-at-large who pay for, use and link much of their residential environmental quality to these areas. The Parks/Open Space Discussion Interview was undertaken by the Planning Section of the Parks/Recreation Department. The purpose of the survey was to provide opinion research into the development of future policy regarding parks/open space in Calgary. The survey was conducted during the summer of 1986, beginning in June with group interviews and later in July and August as home interviews.

STUDY OBJECTIVES

The 1986 Parks/Open Space Discussion Interview had the following objectives:

1) To sample opinion of the general public on current and potential policy regarding key park and open space issues which the City is expected to face in the next five years.
2) To evaluate current levels of citizen satisfaction and opinion regarding the Park and Open Space system and
3) To test concepts for future policy development.

METHODOLOGY

Samples

The sample was established by utilizing the AGT Numerical & Street Address Directory. Over 1000 potential respondents were contacted using the directory and a system of sequential selection based on the average number of telephone numbers per page and divided by the random sample of 1000 to equal every 235th number.

Data Collection

The survey was designed to share information with the respondent regarding current policies, terminology and planning concepts then collect opinions relative to that information.The information was presented by the interviewer using standardized graphic, pictorial, and text packages. Each issue was presented then the survey administered for that issue and so on until all six issues were completed.

Survey Instrument

Each questionnaire contained seven sections; the first six dealing the issues of park purposes, the park system, corridors and links, natural areas, adopt-a-park, and land acquisition. A final section dealt with demographic information about the respondent. The entire survey was bond together in the form of a 12 page 7 by 8 1/2 booklet.

Data Entry

All completed questionnaires were inputted into a single data file, labeled PKOPSP DATA. Responses given to "other" categories and open-ended questions were loosely closed through a grouping of responses into like categories. These were recorded manually and are presented in the appendix of this report.

RESULTS

Highlights by Question

The following statements and graphics summarize the information in the same sequence as the original questionnaire.

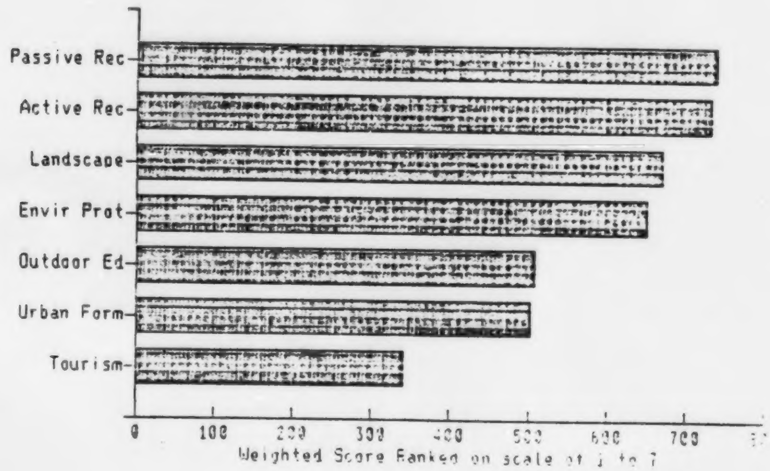
ISSUE 1 Park Purposes

- The provision of passive and outdoor recreation opportunities are the most important purposes of the park system.
- Landscape beautification and environmental protection ranked third and fourth in order of importance.
- The public expressed a desire to see greater emphasis placed on all purposes of the park system over what the emphasis is now.

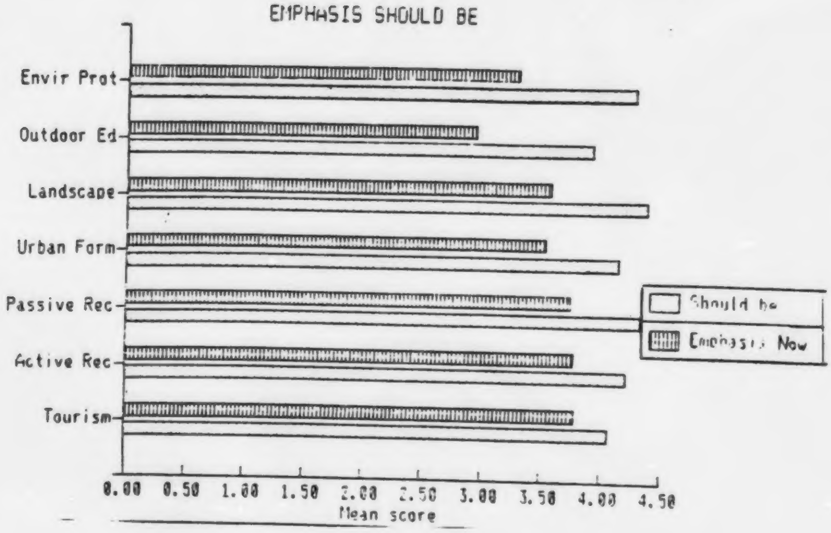
- When the difference between the mean score of "emphasis now" and "emphasis should be" are calculated, outdoor education, environmental protection and landscape beautification in that order show the greatest gap between emphasis on the service now and where it should be.

- Based on the overall responses to issue 1 it is apparent that the passive, environmental aspects of the park system are very important. These purposes which relate generally to the residential environmental quality require additional emphasis in the future.

RANK THE PURPOSES OF THE PARK SYSTEM
ACCORDING TO THEIR IMPORTANCE

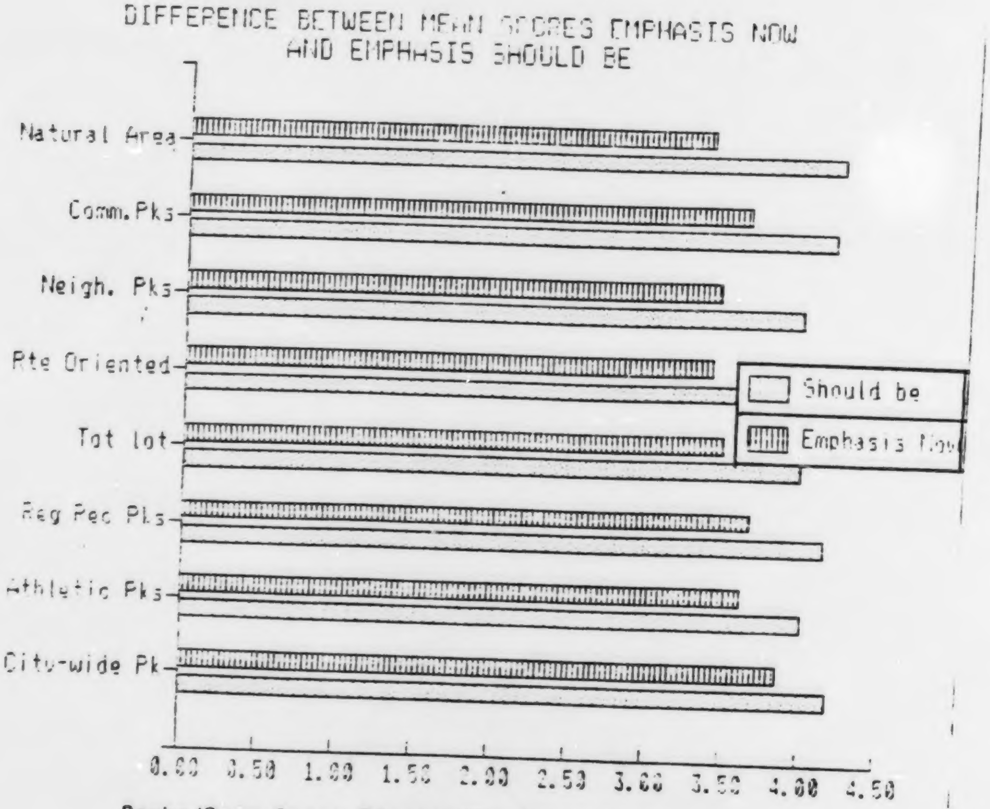


EMPHASIS SHOULD BE



ISSUE 2 The Park System

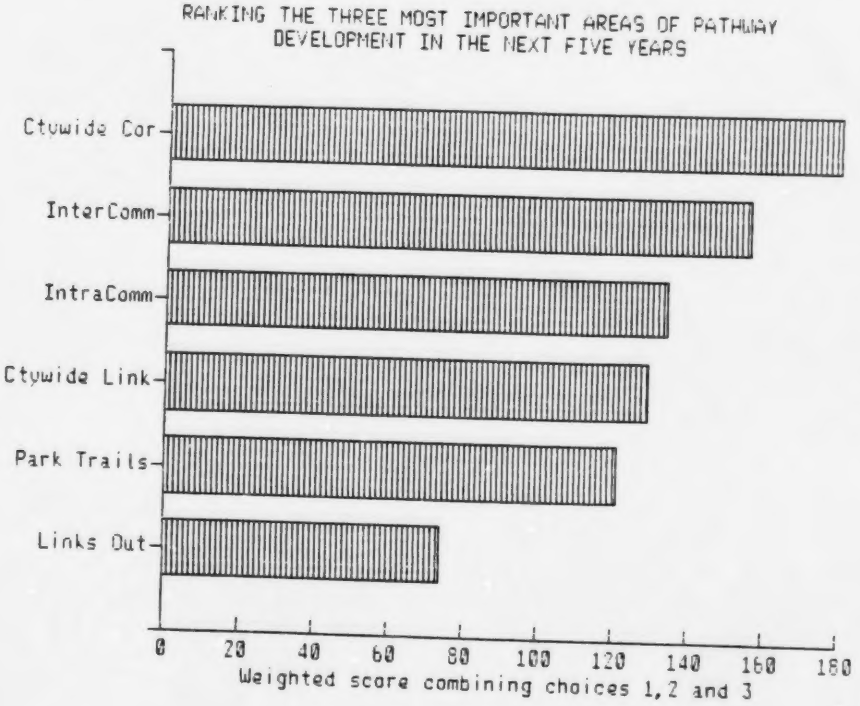
- Respondents indicated a high level of awareness of the various components of the park system. 97% of the respondents were aware of city-wide parks, regional recreation parks, and community parks; 90% were aware of all the other types of parks with the exception of regional athletic parks (85% aware) and route oriented linear parks (82% aware).
- City-wide parks, neighborhood parks, route oriented parks and regional recreation parks were the most frequently used parks.
- Tot lots although less frequently used by a large percentage of the sample were used frequently by those that did use them.
- Respondents felt current emphasis was highest on City-wide parks, regional recreation parks and regional athletic parks.
- When asked the level of emphasis each park should receive, the following three park types received moderate to high ratings: community parks, natural areas and regional recreation parks.
- All park types were judged to need greater emphasis than they currently receive.
- When the difference between the mean score of "emphasis now" and "emphasis should be" is calculated; natural areas, community parks and tot lots show the greatest gap between current emphasis and what it should be.



Parks/Open Space Discussion Interview

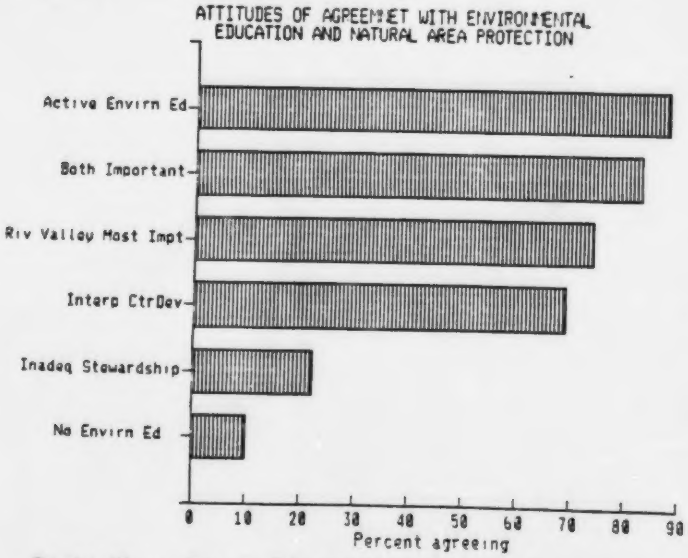
ISSUE 3 Corridors and Links

- o There is a high level of awareness of the bikeways, pathways and trails.
- o The recreational pathways are the most frequently used types of route oriented facilities. 56% of the respondents used the pathway system once a month or more.
- o The most important areas of concentration over the next five years as ranked by the respondents are:
  - a. City-wide corridors
  - b. Inter-community links
  - c. Intra-community links.
- o Improvement initiatives over the next five years should concentrate on the following top three issues based on those favoring moderate to high emphasis:
  - a. Build separate pathways in congested areas (65%)
  - b. Expand the system into new areas (58%)
  - c. Install amenities (51%).



ISSUE 4 Natural Areas

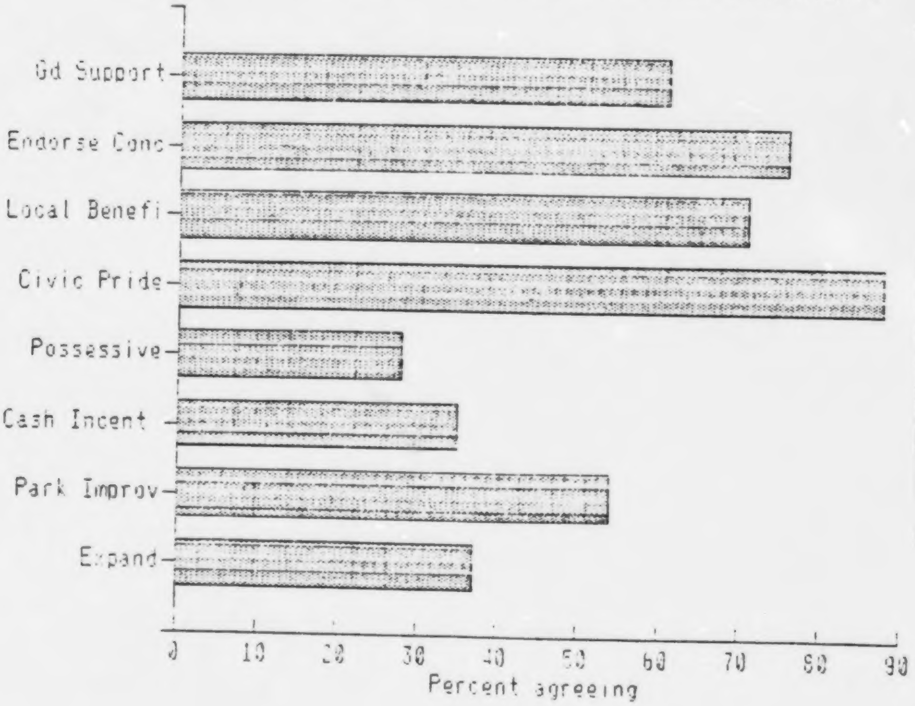
- A high percentage of the respondents (84%) were aware of the natural areas or some aspect of them, and a similar percentage had visited at least one of the areas within the last 12 months.
- 59% of the respondents visited a natural area at least once per month.
- The respondents indicated that community environmental reserves, riverine forests, and wildlife corridors currently receive the least emphasis.
- The wildlife sanctuary, natural recreation areas and natural grasslands currently receive the highest emphasis. These same areas along with the inclusion of the Bow River natural areas are the ones that ranked highest as should receive emphasis.
- When the gaps between "current level of emphasis" and "level of emphasis should be" are measured than the areas needing attention appear are:
  - a. community environmental reserves
  - b. wildlife corridors
- Better information about natural areas; location, maps, etc. is the primary improvement that respondents consistently indicated.
- The highest levels of agreement with general statements about natural areas and environmental education were as follows:
  - a. The City should take an active role in providing environmental education (88%).
  - b. Both preservation and environmental education are important aspects of the Parks/Recreation mandate(83%).
  - c. The river valleys are the most important natural resources of Calgary(74%).
- Regarding management approaches to natural areas, the respondents favored "Protection and conservation with passive and casual uses (eg walking and informal picnicking)".



ISSUE 5 Adopt-a-park

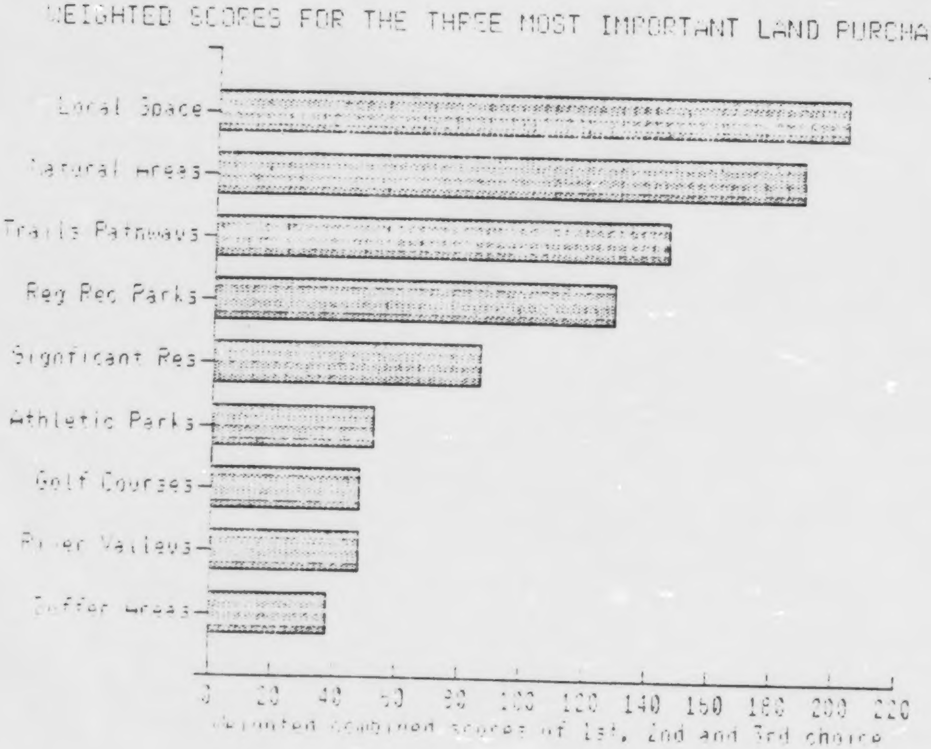
- Over two thirds (68%) of those interviewed were unaware of the Adopt-a-park program.
- Those that were aware of the program had heard of the program through either media ads or other means.
- The respondents upon hearing of the program were generally in favor of it. 77% endorsed the concept of Adopt-a-park indicating agreement with the notion of transferring City responsibilities to communities (providing that a willingness and ability exists in the community).
- There is strong agreement (92%) that involvement with the local park will strengthen a sense of local civic pride.

LEVEL OF AGREEMENT WITH ADOPT-A-PARK STATEMENTS



ISSUE 6 Land acquisition

- When asked to rank the top three priority categories for land purchases in the parks areas the following were the top choices as weighted by the first choice being 3 times more important than the third choice and the second choice being twice as important:
    - a. Local and neighborhood space in deficient communities
    - b. Natural areas
    - c. Trails and pathways
    - d. Regional recreation parks
- There is a high level of agreement with the following statements:
    - a. The City should acquire land (of exceptional park quality) outside the city limits in advance of future development.
    - b. A regional park authority should be set up between the City, adjacent Municipal Districts and the Province to provide recreational opportunities in the greater metropolitan area.
- There is general disagreement with the notion of reducing the budget for parkland purposes.



APPENDIX L

THE EFFECTIVENESS
OF THE
LEISURE PROGRAMMING
DELIVERY SYSTEM

Prepared by Planning Section
Leisure Services Division
Parks/Recreation Department
December 20, 1985

COMMUNITY INVOLVEMENT IN THE DELIVERY OF LEISURE SERVICES

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

During the last 3 years the Parks/Recreation Dept. has placed an increased emphasis on facilitation of leisure services through community provision of recreation programs. This has had both positive and negative impacts on the leisure service delivery system. The purpose of this report is to evaluate the success of co-sponsorship since its inception in 1983, and to recommend areas of improvement to the leisure services delivery system.

The following points are a summary of the report conclusions and recommendations, to be used for discussion purposes:

1) Since co-sponsorship began in 1983 the number of programs and participants have increased by 13% and 90% respectively. When compared to years 1980 and 1981, when direct programming was at a peak, there are fewer programs offered. Department statistics however, do not account for the number of indirect programs which have been initiated through co-sponsorship or directly by the community. It is conceivable that there are far more programs being offered through the three delivery systems than statistics indicate.

2) Co-sponsorship has not resulted in a significant change in program quality. Co-sponsorship has allowed the specific needs of the community to be addressed and has improved community development. However, concerns were expressed regarding distribution of programs, program duplication and fewer skill oriented opportunities.

3) Program delivery budgets have not decreased as a result of co-sponsorship. Costs, as measured in Program 434 have increased primarily for administration. Net expenditure/dollar revenue has increased and revenue decreased due to sharing of revenues with co-sponsoring agencies. Once again, this does not account for indirect programs which have developed as a result of co-sponsorship.

4) Comprehensive and accurate revenue/expenditure information is not available. There is no standardized system of cost accounting between areas, of what costs should be charged to co-sponsorship accounts, and of the cost value that should be associated with community contributions.

5) A measure of program quantity cannot be used to determine the effectiveness of a delivery system. Rather, the focus should be on whether the leisure services needs of the community are being addressed. It is apparent that more organized communities are more adept at co-sponsorship and have expanded their program delivery system accordingly to meet their needs. Less organized communities have experienced a reduction in program opportunities.

6) Related to the previous point, the direct delivery system is only now beginning to complement co-sponsorship by filling in program gaps. It must therefore be recognized that program delivery systems are complementary. Direct programs should provide a base level of leisure opportunities while the community develops a co-sponsorship system.

   Direct programs should be offered under the following circumstances:
   - on an introductory basis, while the community is organizing cosponsorship;
   - when a program is cost prohibitive or warrants special safety concerns;
   - when there is a need for a program, but it is not being offered.

- o A system whereby the Department monitors and fills in program gaps, and promotes a transition to co-sponsorship is a necessary one. Communities are reluctant to take on new program responsibilities due to cost and time commitment, unless there is a clearly recognized need. The Department's responsibility then is to identify program needs which are not being met, and to set up the initial pilot programs for the community to eventually co-sponsor.

7) In general, those communities involved in co-sponsorship have demonstrated the necessary capability to take on program delivery responsibilities. However this capability varies between communities depending upon the volunteer base, training and knowledge of program planning and delivery.

8) Most communities have reached an equilibrium point at which variable limitations restrict the potential for expansion of co-sponsorship. In order to expand program delivery and to get more communities to co-sponsor the Parks/Recreation Department must play a more direct role. Communities require better assistance to establish an organizational and program planning system if co-sponsorship is to be expanded. More assistance is required in organizing the community, determining leisure needs, program planning, training workshops, advertising and marketing and program evaluation.

9) Policies previously associated with Prostart and outlined in the Policy and Systems Plan are discussed as follows:

   - o the current funding structure - a combination of the Financial Assistance Package and AFE in Program 434 - is flexible to community needs and may be used to finance any aspect of the program delivery system;
   - o current funding is sufficient to meet community needs although the demand for finances is reaching the available supply;
   - o the policy for communities to fund 1/3 of program costs is not valid. Program costs through co-sponsorship are inevitably less due to community participation. The applied principle is that if program costs are less expensive than the direct delivery system the program is eligible for co-sponsorship funding;
   - o the policy of 4 years for a program's transition from co-sponsorship to indirect should remain as a guideline only. Programs, if profitable, immediately become indirect. Those that are less successful are usually phased out and replaced by those reflective of community needs.

10) The concept of 'networking' whereby communities combine their resources into a more effective regional leisure service delivery system is being implemented by Area offices. This is considered a necessary and important step in improving co-sponsorship and indirect programming.

11) Leisure program delivery in the future should:

   1) focus on the direct program delivery mode to fill program gaps and to provide a framework for development of co-sponsorship in the community;
   2) improvements to the co-sponsorship system must be made in the areas recommended in the main report before expansion of the system occurs. This is necessary if program planning and delivery is to be effective in the community;
   3) direct and co-sponsored program delivery modes must be perceived as complementary and not exclusive of one another. Department Area staff must be allowed flexibility to determine community co-sponsorship capability, and the most effective combination of program delivery systems.

4) Coordination and cooperation between agencies, the city and communities is necessary to bring together the various components of the program delivery system in a more effective partnership. This requires joint activities such as interagency program listings or a catalogue of services, recreation program inventories, and interagency planning sessions.

IMPLEMENTATION

Four alternatives for implementing changes to the program delivery system are discussed in the main report. Fundamental to these is the need to restructure the DRS workload to allow more time to be spent working with communities. This requires a reduction in administrative workload, for example filling out forms and applications, reports, budgeting and so on. The 'paper work' is overwhelming and is at the expense of community development.

To resolve this situation, a support person is required in each Area office to assume administrative responsibilities, thereby freeing up DRS time for community work. Restructuring of the Area office to establish an Office Clerk position is therefore recommended. The cost of this position may be absorbed in the current system or it may require additional, new manpower. In any event, the cost will be offset by a more effective program delivery system and reduced DRS overtime costs.

THE EFFECTIVENESS OF THE LEISURE PROGRAMMING DELIVERY SYSTEM

INTRODUCTION

The City of Calgary has been co-sponsoring recreation programs with community associations and groups since 1983. Prior to this time leisure programs were offered directly by the Parks/Recreation Department. Department staff determined program needs, and undertook the necessary administration, advertising, instructor training, supervision and program monitoring and evaluation. Program costs were incurred directly by the City, and recovered in whole or in part from the participants.

Co-sponsorship results in the Parks/Recreation Department assuming a facilitator role, with consumers of programs being responsible for the organization and delivery of the recreation experience. This change in program delivery methods has had a direct impact on the department. There is less direct involvement in programming, and less control over program determination, quality and revenue generation.

This study critically analyses co-sponsorship, its impact on program costs, and its efficiency and effectiveness in meeting community needs. It addresses specific components associated with the leisure service delivery system to identify limiting factors to co-sponsorship. Collectively the information provides a basis for recommending improvements necessary to existing program delivery methods, and to the future success and expansion of co-sponsorship in the community.

The following objectives provide a framework for this study:

1) To comparatively analyze the cost effectiveness and efficiency of co-sponsorship and direct program delivery methods.

2) To evaluate the experience with cosponsorship through an analysis of components of the leisure program delivery system including services, community development, program quality and funding.

3) To assess the communities ability to assume additional program delivery responsibilities.

4) To provide recommendations for improvements to the leisure program delivery system.

METHODOLOGY

To implement project objectives, interviews and surveys were conducted with staff and recreation agencies. These included:

1) Direct interviews with recreation agencies, senior groups and community groups involved in co-sponsorship.

2) A Leisure Service Agency Survey to evaluate the service delivery system and to obtain information on co-sponsorship.

3) A Staff Opinionaire Survey which addressed the same questions as the Leisure Service Agency Survey. A comparative analysis between the two surveys was also undertaken.

4) Direct interviews with District Recreation Superintendents involved in co-sponsorship.

5) A benefit/cost analysis of the leisure service delivery system over the past 7 years. This focused on measures of economy, effectiveness and efficiency in program delivery.

Finally, the information gathered from the surveys was cross referenced with the findings of the 1985 Service Satisfaction Survey for comparative purposes. The data collection is not entirely representative of all communities, but concentrated on those with past co-sponsorship experience. This was necessary to evaluate the status quo and the effectiveness of co-sponsorship.

I BENEFIT/COST ANALYSIS

A benefit/cost analysis provides a basis for comparing two or more alternatives using revenue/expenditure comparisons and also non-quantifiable analysis.

A. Revenue/Expenditure

The revenue/expenditure analysis focuses on the following input/output data.

- number of programs and participants
- number of participants per program
- actual and adjusted program costs
- expenditures per dollar revenue
- revenue per participant
- cost per program per participant.

This information is presented for a 7 year period although comparative costs were only available for 1983 and 1984. 1983 was also a relatively poor year for comparisons given that co-sponsorship was in its infancy and most communities were in a pre-delivery stage.

Table 1

Programs and Participants

	1979	1980	1981	1982	1983	1984	1985
No. of Programs	1260	1600	1700	1250	750	1176	1360
No. of Participants	16000	21000	18000	20000	13000	37650	39367

- the number of programs has increased since co-sponsorship began (by 13% over 1982) as have the number of participants (by 90%). However, relative to the number of direct programs offered in 1980 and 1981, the actual number of programs has decreased.
- department statistics do **not** account for the indirect programs being offered by the community as a result of co-sponsorship. It is realistic to assume that the number of program opportunities is much higher than indicated in the statistics.
- the significant drop in programs and participants in 1983 is due to the initial stages of co-sponsorship, and the gestation period required for communities to get organized.

Table 2

Projected Programs
Direct (Dir) and Co-sponsored (Cosp)

	1984		1985		1986		1987		1988	
	Dir	Cosp	Dir	Cosp	Dir	Cosp	Dir	Cosp	Dir	Cosp
Programs*	434	695	529	743	545	765	550	765	550	765
Participants*	12345	13304	13200	13767	13660	13900	14200	13900	14260	13900
Participants/ Program	28.5	19.1	25.0	18.5	25.0	18.1	25.8	18.1	26.0	18.1

*Statistics do not include special events programs and participants.

Although fewer direct programs are offered, the number of participants in each program type are nearly the same. This shows that direct programs have higher participation rates (up to 50% higher) than co-sponsored programs. Participation rates are contingent upon program type and enrollment limits. However, the information suggests that there may be a duplication of similar programs between communities rather than one direct program serving a larger catchment area.

Table 3

Program Costs (Actual and Adjusted to 1979 values)

	1979	1980	1981	1982	1983	1984	1985
Actual	1211	1326	1411	1824	1608	1918	1993
Adjusted (1979 Base)	1211	1201	1129	1303	1098	1281	1296

Table 4

Program Costs (Less Administrative costs)

	1979	1980	1981	1982	1983	1984	1985
Actual	831	886	911	874	708	818	893
Adjusted (1979 Base)		803	729	624	484	546	581

Table 5
Administration Costs

	1979	1980	1981	1982	1983	1984	1985
Actual	380	440	500	950	900	1100	1100
Adjusted (1979 Base)		399	475	679	615	735	715
	5%	19%	43%	9%	20%	2%	

- o Program costs (adjusted) have increased annually, although the overall increase has been no greater than 7% over the 7 year period. (Table 3)
- o The major cost increase has been in program administration (Table 4). These costs have increased erradically since 1979, with an average annual increase of 20%. Administration costs are attributable to a number of factors including department manpower increases during the boom years, salary increments (10-13%/year), as well as possible co-sponsorship administration cost increases (i.e. the additional time required to administer co-sponsored programs).

Table 6
Expenditure/Dollar Revenue

Per Dollar Revenue	1979	1980	1981	1982	1983	1984	1985
Gross Expenditure	5.64	5.03	4.40	4.52	7.14	9.05	9.42
Gross Less Admin. Costs	4.21	3.73	3.24	2.73	3.76	4.53	4.88
Administration Costs	1.43	1.30	1.16	1.79	3.38	4.53	4.55
Net Expenditure	4.55	3.92	3.27	3.44	6.05	7.89	8.24
Net Exp. (Less Admin.)	3.12	2.62	2.11	1.65	2.66	3.37	3.69

- o Net expenditures per dollar revenue have risen dramatically since 1982, by 140%. This is attributed primarily to an increase in administration costs, and revenues being directed to community associations and groups because of their greater involvement.

Table 7
Revenue/Participant

	1979	1980	1981	1982	1983	1984	1985
Revenue/Participant	16.63	16.10	24.00	26.55	20.46	6.94	6.37
Revenue ($000's)	266	338	432	531	266	243	242
Participants	16000	21000	18000	20000	13000	37650	39367

- o With the increase in expenditure/dollar revenue, revenue/participant has decreased by 76% from 1982 to 1985. This is a natural reduction since revenues are either being shared or going to the co-sponsor.

Comparative Cost Estimates

Computer information collected for this project contained only one year (1984) of comparative program costs.

Table 8

Comparative Cost Estimates

	Direct	Co-sponsored	Total
No. of Programs	344	549*	893**
Total Participants	11,600	11,221***	22,821****
Total Program Cost	$ 472,886	$ 467,290	$ 940,176
Total Revenue to Department	$ 159,947	$ 36,122	$ 196,069
Net Cost/Program	$ 903	$ 270	$ 514
Net Cost/Participant	$ 26.80	$ 13.22	$ 20.12

* 684 Programs including AFE

** 1,028 Programs including AFE

*** 13,246 Programs including AFE

**** 24,846 Programs including AFE

Administrative costs are not taken into account in the above figures. The statistics clearly show a much lower cost per program for co-sponsorship compared to direct delivery.

CONCLUSION

Department statistics do not account for the possible increase in indirect programs. When combined with statistics in Table 1, it is conceivable that program opportunities have actually increased. Participation in programs has increased possibly due to greater community involvement and program awareness. Program costs have remained the same even though the City is doing less direct programming. This may be attributed to increased administration costs as a result of time necessary to work with individual communities in co-sponsorship.

Comprehensive and accurate revenue/expenditure data necessary to evaluate the direct and co-sponsored delivery systems is not available. Co-sponsorship charges should be standardized in a separate account and a cost value attached to community contributions.

B. Analysis of Program Delivery System

An analysis of the program delivery system is required to evaluate how well co-sponsorship has worked to date, and to identify areas where improvements are required in order to make the system more effective. Comments are based on the existing balance between co-sponsored and direct program methods, and are reflective of experience with both systems.

The analysis is divided into 4 sections:

1) quality of services necessary for effective program delivery;
2) importance of co-sponsorship to community development;

3) impact of co-sponsorship on program quality;

4) program funding through grants and budget appropriation.

1) Service Delivery System

The following services are provided by the Parks/Recreation Department to community groups.

Support services which were evaluated included:

- General Contact/Consultation
- Recreation Programs
- Grants
- Organization Development
- Research Assistance
- Equipment Loan
- Leadership Training
- Special Events
- Facility Support
- Marketing/Advertising.

a) General Contact/Consultation

The Department's record for general contact and consultation is highly rated by all groups. However, there is an identified need for even more interaction and support in program planning and delivery. Secondly, a more coordinated approach is needed to better integrate groups such as the YMCA to the program planning process; there is too much competition and duplication of services between agencies.

Co-sponsorship has definitely increased the amount of consultation between City staff and recreation groups. The existing organizational system does not effectively allow for this additional workload.

b) Programs Planning

More support is required for program planning, delivery, funding, evaluation and advertising. These aspects are discussed in more detail in the remainder of this report. It must be noted however that community involvement in program planning is perceived as more effective in addressing community recreation needs.

c) Grants

Information is required on grants. A brochure is necessary, outlining the grants available, contact persons, application procedures and time lines.

d) Organizational Development

Survey respondents stated that no additional emphasis is required on organizational development. However research results indicate that most communties are not well organized for delivery of leisure services (e.g. Program leadership, volunteer turnover, lack of knowledge of program planning and delivery).

Many respondents indicated confusion over roles and responsibilities with respect to co-sponsorship and direct programming. It is not clear how communities should be screened for co-sponsorship, or in what situations staff should implement direct programs.

Organizations require a better cost accounting system that can be used in program evaluation and in determining the cost/benefit of programs. This should apply directly to grant funding for community programs.

Given the existing demand for consulting services and the identified need for more, there is an apparent lack of community leadership to plan, coordinate and deliver programs.

e) **Research Assistance**
Sufficient emphasis is being placed on needs and preference, and feasibility studies. Program needs are adequately determined based on past and present programs, trends research, and continued consultation between co-sponsoring agencies and the Parks/Recreation Department.

However, the Service Satisfaction Survey indicated that 61% of recreation agencies had minimal to no involvement with the Department in this area; 33% wanted more involvement in the form of survey assistance and program evaluation. A statement was also made that the department should make its staff more available for consultation, particularly staff with skills in program planning and market research.

f) **Equipment Loan**
61% of community groups interviewed stated that more and better equipment is needed to deliver programs. 76% of service satisfaction survey respondents also indicated little or no involvement in this service area.

Although the City is well supplied with equipment, staff stated that the equipment inventory is not well known, publicised or kept up to date. What is needed is a centralized equipment distribution location within each Area, and the inventory should be computerized. This would provide more direct access to equipment by community groups. Once a central location and equipment inventory is established, equipment availability should be more actively advertised to co-sponsoring groups.

g) **Leadership Training**
All participants identified a need for improved leadership training for both volunteer and paid staff. 78% of community groups identified a need for a more comprehensive training program for leaders, and volunteers respectively. A majority of respondents to the Service Satisfaction Survey also stated that greater involvement by the Department is needed in this area.

h) **Special Events**
More emphasis is needed for planning, funding and advertising special events. All participants in this study clearly stated the importance of special events as a catalyst to community involvement throughout the program season. Concerts in the park, pool openings, and celebrity events are highly successful in encouraging participation.

i) **Marketing and Advertising**
There is a general absence of advertising and marketing of cosponsored programs and facilities. The City's advertising standards are too rigid and costly for community advertising requirements.. There needs to be a community brochure produced on an area wide basis which presents all program information, and allows more interaction between communities and less program duplication. The City must be instrumental in helping communities put this together.

2) Community Development

Community development, as defined in the Policy and Systems Plan, is based on the notion that the ability to solve problems or initiate action is widely distributed throughout the whole population. A major reason for the shift to co-sponsorship was to improve community participation in the initiation, organization and delivery of leisure services. Participants and staff were surveyed as to whether co-sponsorship has actually improved community development.

- o 91% of respondents stated that co-sponsorship is valuable to their community in improving participation and community development. This is supported by interviews with city staff.
- o 91% stated there is strong support from their community assocation for co-sponsorship. However, 87% also stated that there is a need for more volunteer help and more effective program administration and planning. This requirement makes expansion of the cosponsorship system difficult.

Another measure of the effect of co-sponsorship on community participation is the number of programs offered and participant levels.

- o 61% of respondents stated that the number of programs increased, while 76% said the number of participants increased since co-sponsorship began. Department statistics indicate that this is true for particular communities who have expanded programming through co-sponsorship. However, as shown in Table 1, the number of programs have decreased since 1982 when direct program delivery was at its peak.
- o A number of community groups stated they would take on more responsibility with respect to program delivery, and programs such as adopt-a-park. They stated that the City's role should focus on establishing a program and administraive structure, and then allowing the community to take it from that point.
- o Where communities do not have the organizational capability to co-sponsor programs, the Department should play a lead role in organizing the community toward co-sponsorship. Direct programs should be offered in the interim.

Other comments from communities included:

- o Involvement in co-sponsorship allowed the community to remain vibrant, enthusiastic and in touch.
- o Once programs are established and the community has a demonstrated ability to deliver programs, there should be no further need for co-sponsorship; programming should be entirely indirect.

CONCLUSION

Co-sponsorship has helped improve community development, resulting in greater community involvement in the planning, delivery and participation of leisure services.

Although communities surveyed have expressed a desire to take on more responsibility, this should be approached with caution. At this time there is not an acceptable level of administrative development and training of program leaders to enable this additional autonomy.

3) Program Quality

Program quality is evaluated on the number, variety, technical skill level of programs and the quality of instruction and administration of the program.

From interviews, it is clear that program quality has changed.

- 72% of community program leaders stated the quality of programs has increased since co-sponsorship began; 20% did not know; and, 8% stated quality remained the same. No one said program quality had decreased.*

* This question would have been answered with a definite bias due to the nature of the respondents.

- Department staff, however, stated that program quality is less consistent under co-sponsorship. Variables such as program leader training and knowledge, greater community control over administration and organization, and provision of programs without a regional approach to integration are factors affecting quality. This may lead to unnecessary program duplication, and more emphasis on less technical programs.
- Quality as measured by the number of programs is also questioned. Under the direct delivery system an even distribution of programs could be offered throughout the City because of coordination and leadership by DRS's. Co-sponsorship limits the ability of the DRS to coordinate the delivery system. This results in some communities who are organized and enthusiastic about co-sponsorship, expanding their program delivery system. Other communities however, have reduced program opportunities due to inability to co-sponsor, restricted direct programming, and limited DRS time to work with individual communities to organize a program delivery system.

a) Program Design

- Program need and design is based on previous years' activities, needs and preference studies, public demand and inquiry, community association consultation, and social service need. There are no real concerns with how programs are determined. Suggestions to improve current methods include more information on trends analysis and community demographics.
- More direct scrutiny of program delivery is necessary. Many communities do not have the necessary resources to co-sponsor (e.g. staff, facilities, equipment). Some staff felt that communities should submit a program proposal outlining the program, its objectives, and resource needs. Although this idea has some merit, it would probably be a deterent to community involvement because of the 'red tape' required.
- A computer based program inventory is required in each area to handle the number of information inquiries. The inventory should record all programs (co-sponsored, direct and indirect), the dates offered, enrollment limits and, where possible, a one sentence course description. This will help to monitor and control program duplication.
- There must be more coordinated planning for program delivery between the City and co-sponsoring agencies. A concern identified in the research is competition from the City because of program subsidies. Recreation agencies such as the YMCA must be better integrated into the program delivery system to avoid competition and duplication of services.

b) Leadership

- Community program organizers are not as efficient or effective in program delivery as are the DRS's. This relates to knowledge and training in program delivery and administration. Department staff generally agree that a paid program leader in a community is a valuable asset, although this need varies with the extent of co-sponsorship.

- 65% of those surveyed have a program coordinator and, of these, 64% are paid positions; the remainder are volunteer leaders. This number of paid coordinators is high due to the nature of the survey. Only those communities with organized cosponsorship programs were surveyed.
- In communities where program leaders and instructors are voluntary, there is a large amount of additional work required to constantly train people within each community. Prior to co-sponsorship, this additional work was not required since it was done entirely by the DRS.
- Community program leaders turnover relatively quickly, particularly the volunteer component. This increases the need for constant re-training. 30% of those surveyed stated that the position had a turnover rate of two years.
- An inventory and listing (computer based) of program leaders and instructors available to the commuity and Department would be an asset.

c) **Program Delivery Efficiency**

Methods of program delivery were contrasted in the study, with the following relative comments:

- On average, 25% more time must be spent working with communities to co-sponsor programs. This varies with each community depending upon their administrative and organization abilities, program planning ability, and commitment to co-sponsorship.
- Co-sponsorship results in duplication of programs and services between communities; it is not conducive to inter community cooperation, and more effective coordination of community activities is required.

Co-sponsorship and direct program delivery methods should be better defined with respect to:

What criteria should be applied to a community to assess its eligibility for co-sponsorship.

Under what circumstances should staff offer direct programs.

A policy on which delivery system should take precedent (i.e. direct, co-sponsored and indirect) to ensure the Department's mandate is fulfilled.

- Direct programming must be used to fill in areas of program deficiency. It must be used for those communities with limited or no co-sponsorship program ability. The concern here is that a community's program needs are not neglected simply because it does not have the co-sponsorship capability, or because department staff time is at a premium due to co-sponsorship activities in other communities.
- Co-sponsorship may lead to specialization of programs specific to community facilities. For example, one community in the north west focuses its programs on the arena, while cultural/recreation programs previously offered are now neglected. Another community, due to a lack of facilities, is focusing primarily on children's programs.
- Direct programs have, in the past, focused on serving a broad population base with greater diversity in skill learning levels offered. Co-sponsorship however, results in individual communities offering similar programs, therefore more programs overall.
- Department staff stated that co-sponsored and direct delivery systems are now beginning to complement one another. Direct programs are being used to

fill program deficiency areas which are not being addressed through co-sponsorship, thereby providing a comprehensive leisure service to the community. It is anticipated that this will continue as the two delivery systems mature.

4) Program Funding

Prostart was phased out in 1983 and replaced with the Financial Assistance Package for community program delivery. This funding is combined with the Alberta Further Education Grant into Program 434. It is then appropriated according to past history of expenditures in the Areas.

The current funding application system is said to be more flexible and less restrictive to both staff and community groups. Communities are able to determine their specific program needs and may use available funds for any aspect of the delivery system, subject to Department approval.

Policies associated with Prostart are still associated with the current financial package. These include a 1/3 community cost share, a transition period of 4 years and community self-sufficiency. These are discussed as follows:

- A 1/3 community cost share requirement is no longer valid. A co-sponsored program costs less than direct simply because of community participation. The applied principle is that, if there is a demonstrated need for a program, the program will be co-sponsored as long as the costs are less than through the direct delivery system.
- The 4 year transition period identified for co-sponsored programs to become indirect should remain as a guideline only. Successful and profitable programs will immediately become indirect in the business interests of the community. Those programs which are not successful are either abated or replaced with another program need.
- The concept of community self-sufficiency is strongly encouraged. However, no matter how autonomous a community becomes, it will always require some degree of Department assistance. This may be in the form of consultative services, grant applications, equipment loans and so on.

Problems identified with the funding program include:

- Department staff have stated that funding subsidies for the economically disadvantaged are not sufficient. This is particularly true for families with more than one child in a program which still requires a significant expenditure by the parents. Subsidies over and above the Burns Foundation are required.
- Program subsidy application procedures for the economically disadvantaged are demoralizing and should be restructured.
- 85% of community respondents stated that more City assistance is required in the area of program funding, particularly information on grant availability and procedures for applying.
- 42% of community respondents were not familiar with the grant programs available.
- Of the 58% aware of the grants, 70% felt grants were beneficial to program delivery. 40% of those aware of the grant program felt that program funding should be increased; 48% stated it should be left as is; 8% had no opinion.

- 78% of community groups stated that the additional funds would improve program delivery. However, it was stated that these funds should be used to improve the existing program delivery system as opposed to new programs.
- Funding should be more flexible to meet program needs. One important area currently neglected is advertising and marketing. More funds should be spent on marketing to generate greater participation and revenue.
- More funds should be allocated to special events (e.g. concerts in the park, pool openings) since this greatly enhances community awareness and participation.
- A grant expenditure accounting system should be mandatory to ensure proper expenditure of funds within the community.

Research indicates that additional funding could be used by communities to improve the existing delivery system, although not necessarily to increase the number of programs offered. Funds are required to improve the existing delivery system (e.g. more and better equipment, or more highly qualified instructors.)

The need for more funds contradicts statements made by department staff who have stated that the demand for funding rarely, if ever, meets the supply of dollars. This raises the concern that communities are not fully aware of the type and amounts of funding.

The need for more money to be put towards additional co-sponsored programs is not necessary at this time. Most communities do not have the ability to take on additional responsibilities and should work towards making the existing program delivery system more effective.

There is a definite need to upgrade the application procedures for funds available for subsidizing programs for the economically disadvantaged. Application procedures which require verification of welfare status are degrading to the applicant. Secondly, program funding subsidies are not sufficient for a family with more than one child. The costs are still prohibitive. Subsidy levels should be reassessed with respect to the users ability to pay and number of family members attending programs.

IMPLEMENTATION

A critical aspect of any study is ensuring the implementation of recommendations. This is most important if the current system of program delivery is to be improved.

The most salient finding of this research is the need for improved communications and flow of information between communities and the city. Community groups clearly stated a need for greater city involvement in planning and delivery of programs. This is difficult under the current organizational system.

The DRS is charged with a variety of responsibilities, of which only 25% focuses on community development through program development. This leaves very little time to focus directly and comprehensively on community co-sponsorship needs.

To overcome many of the problems identified in this study and to expand co-sponsorship the Department must play a more direct role in co-sponsorship. There are three principle methods of achieving this:

1. a) Direct DRS's, who currently work on co-sponsorship, to address those areas of concern outlined in this study.

This would have the most immediate impact on the leisure services delivery system, and recommendations could be enacted expediently. However, the concern with this approach is the limited time available to the DRS at present, and the additional time that appears necessary to address community needs.

b) An alternative to this is to require more initiative from communities. This rests on the premisse that the level of service is already very high and that communities must take on more responsibility to participate in workshops, and to gain knowledge of all aspects of program delivery (e.g. planning, financing, evaluation, equipment availability). The probability for success without the Department acting as a catalyst is however minimal.

2. A second alternative is to restructure the role of the DRS such that in an Area the function of one or two DRS's would become a 'Community Recreation Specialist' (CRS). This would be a new functional role, not a new position. The CRS would be entirely responsible for working with all communities in co-sponsorship (refer to Figure 1).

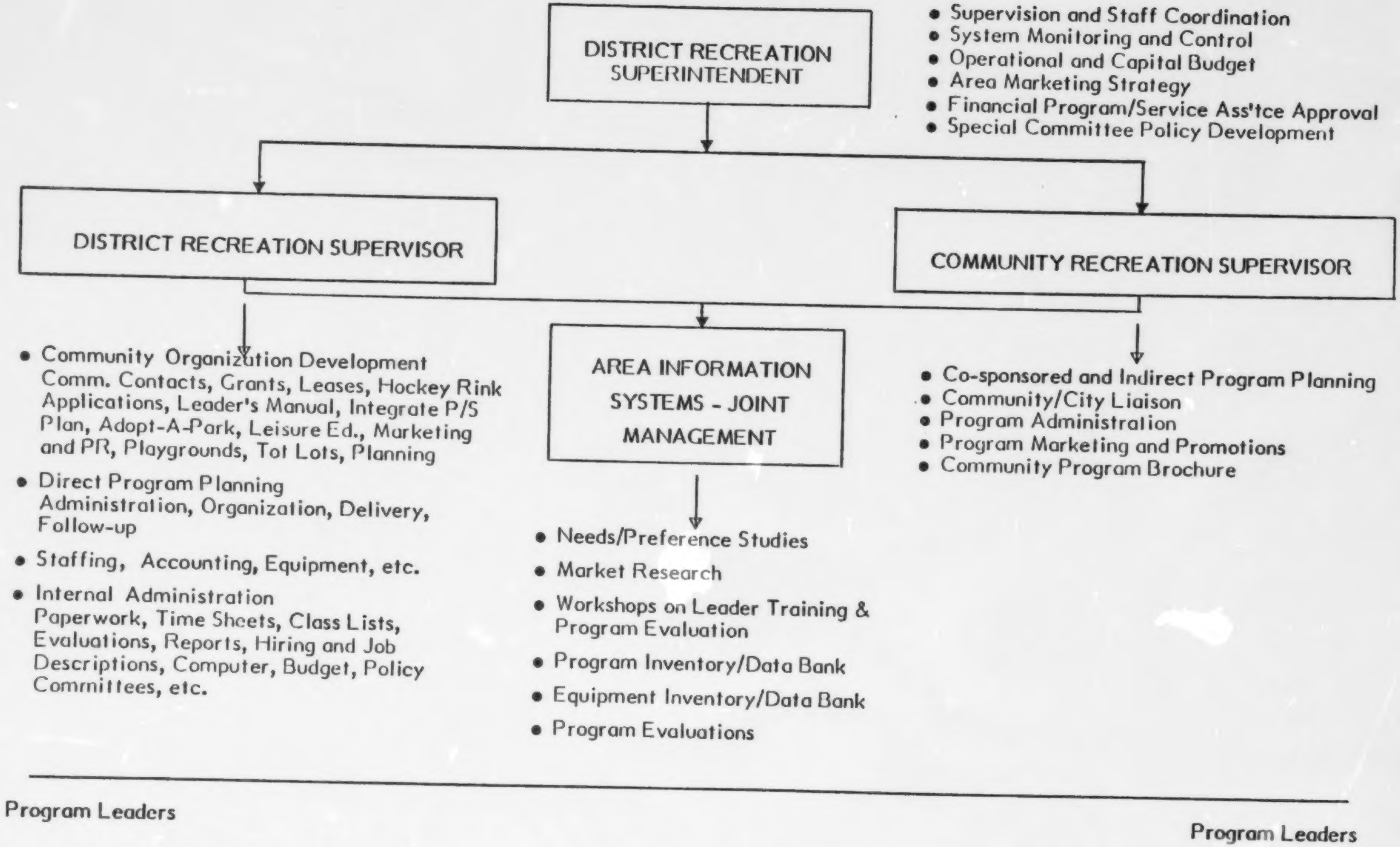
   The concern with this alternative is the challenge associated with this position. Co-sponsorship activities eventually become primarily an administrative process at the expense of the more creative abilities of DRS's.

3. A third alternative is to establish a 'Program Coordinator' position to work with DRS's to address community co-sponsorship needs. This would be a junior position supervised by the DRS.

   This alternative allows the DRS to participate in co-sponsorship, albeit indirectly, as part of the community development process. It also allows community needs for expanding the program delivery system to be addressed, and establishes an organizational framework for program delivery (Figure 2).

4. A final scenario focuses on the job responsibilities of the DRS. The primary role of this position is community development, a part of which focuses on program planning and delivery. However, a great deal of time is spent on administration, on filling out forms, doing reports, accounting, filing and general office duties. According to all staff interviewed, administrative responsibilities are overwhelming and at the expense of community development time.

In order to focus more directly on community needs and to expand the program delivery system, DRS work responsibilities must be restructured. This requires a reduction in administration and a greater focus on community development. Support staff are required in each Area office to assure the administrative workload. The cost of an Office Clerk position would be offset by reduced overtime now associated with DRS work, and a more effective program delivery system.


DISTRICT RECREATION SUPERINTENDENT
DISTRICT RECREATION SUPERVISOR
COMMUNITY RECREATION SUPERVISOR
AREA INFORMATION SYSTEMS - JOINT MANAGEMENT
Program Leaders
Program Leaders

DISTRICT RECREATION SUPERINTENDENT

- Supervision and Staff Coordination
- System Monitoring and Control
- Operational and Capital Budget
- Area Marketing Strategy
- Financial Program/Service Ass'tce Approval
- Special Committee Policy Development

DISTRICT RECREATION SUPERVISOR

- Community Organization Development
  Comm. Contacts, Grants, Leases, Hockey Rink Applications, Leader's Manual, Integrate P/S Plan, Adopt-A-Park, Leisure Ed., Marketing and PR, Playgrounds, Tot Lots, Planning
- Direct Program Planning
  Administration, Organization, Delivery, Follow-up
- Staffing, Accounting, Equipment, etc.
- Internal Administration
  Paperwork, Time Sheets, Class Lists, Evaluations, Reports, Hiring and Job Descriptions, Computer, Budget, Policy Committees, etc.

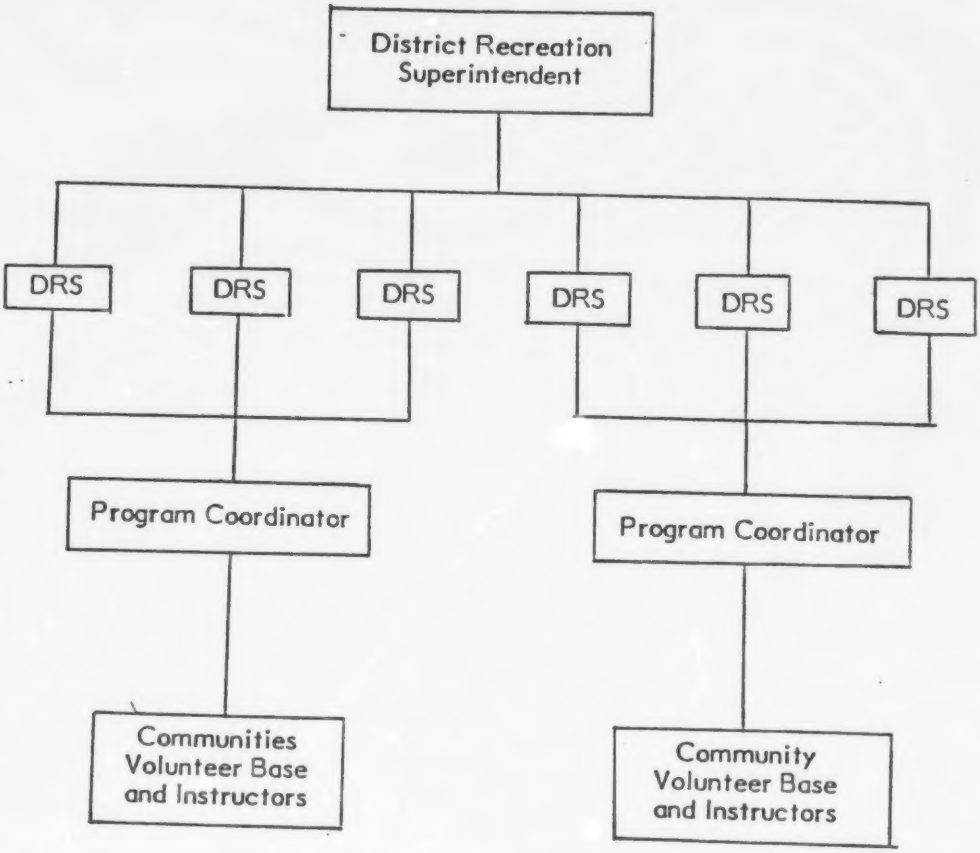
AREA INFORMATION SYSTEMS - JOINT MANAGEMENT

- Needs/Preference Studies
- Market Research
- Workshops on Leader Training & Program Evaluation
- Program Inventory/Data Bank
- Equipment Inventory/Data Bank
- Program Evaluations

COMMUNITY RECREATION SUPERVISOR

- Co-sponsored and Indirect Program Planning
- Community/City Liaison
- Program Administration
- Program Marketing and Promotions
- Community Program Brochure

Figure 2


District Recreation Superintendent
DRS
DRS
DRS
DRS
DRS
DRS
Program Coordinator
Program Coordinator
Communities Volunteer Base and Instructors
Community Volunteer Base and Instructors

APPENDIX M

COMMUNITY DEVELOPMENT - A RATIONALE

DEFINITION

Community development can be summed up by the United Nations' definition (1955):

> "A process of social action in which the people of a community organize themselves for planning and action; define their common and individual needs and solve their problems; execute their plans with a maximum reliance upon community resources and supplement these resources when necessary with services and materials from governmental and non-governmental agencies outside of the community."

The term 'community' applies both to geographical areas (neighbourhoods) and to 'communities of interest' having a regional or city-wide influence.

WHY HAS THE DEPARTMENT COMMITTED TO THE COMMUNITY DEVELOPMENT APPROACH?

1. Because we value communities and believe that recreation can serve as an ideal vehicle/means to bring a community together.
    a. To assist groups of people to develop economically and socially viable communities that strengthen personal and family growth.
    b. To develop a sense of community to enhance the quality of life.
    c. To maximize individual and community potential by encouraging citizens to work together to fulfill collective needs.
    d. To encourage a 'self-help' philosophy that will transcend all aspects of community life.
2. Because community work/involvement is an excellent leisure pursuit for a caring/concerned citizen.
    a. To provide individuals with the greatest possible opportunity for personal growth through sharing and community service.
    b. To provide individuals with a range of social opportunities and a strong sense of community interaction.
    c. To provide individuals with the opportunity to develop and exercise their personal leadership skills.

3. Because we believe that a motivated, self-supportive community is most capable of determining and planning for it's own needs.

   a. To assist groups in identifying and responding to the unique needs of their own community.

   b. To assist community groups to respond to all segments of the population without discrimination.

   c. To encourage individuals and groups having direct contact with the community to become directly involved in decision-making and determining program interests and needs.

4. Because we believe that a motivated, self-supportive community is capable of 'doing more with less'.

   a. To bring forward resources within the community that might not otherwise be available to the public (financial, volunteer, expertise/experience, etc.).

   b. To work with groups to provide recreational opportunities at the lowest possible cost to users consistent with the quality objectives or standards that have been set.

5. Because community involvement in recreational programming frees government tax-based dollars for other activities, therefore increasing the number and range of leisure opportunities available.

   a. To encourage and motivate self-supporting community groups to help themselves.

   b. To attempt to reduce the cost of any city programs through involvement of the community volunteer in the planning and/or implementation.

   c. To encourage participants in city programs to consider the possibility of 'adopting' the program and continuing to run it either on their own or in cooperation with the City or another group/agency.

6. Because community development work provides an ideal opportunity to acquaint citizens with the significance of leisure and leisure services in their lives.

   a. To take advantage of opportunities for 'leisure education'.

   b. To ensure that groups full appreciate the significance of leisure/recreation in their 'community' and in relation to their mandate.

SOME OF THE BENEFITS/OUTPUTS OF COMMUNITY DEVELOPMENT

- Increased opportunities for recreational activity in the community and throughout the City.
- Increased sensitivity to user need/preference within each program or community.
- Increased likelihood of fee structures appropriate to the individual community or interest group.
- Increased flexibility and speed of response to identified need.
- Stronger, healthier communities.
- More involved and satisfied citizens.

APPENDIX Mc

THE OLYMPIC LEGACY - PARKS/RECREATION DEPARTMENT ROLE

INTRODUCTION/BACKGROUND

The 1988 Winter Olympics will focus world attention on Calgary. Various sport and cultural events will leave a legacy of pride and involvement that should excite and activate Calgarians and their visitors for decades to come. Although CODA has been set up to suppo[illegible] and encourage the sport legacy, the ongoing job is immense and will provide many opportunities for the Parks/Recreation Department to make a positive contribution.

The Department proposes taking full advantage of the Olympics as a catalyst for increased citizen involvement in winter outdoor recreation, winter sports and community cultural activities.

OBJECTIVES

1. To provide opportunities for Calgarians to become involved in Games-related events and activities; in 1987, 1988 and into the future.
2. To encourage participation in winter activities; to cultivate a winter-city attitude in Calgary.
3. To anticipate and prepare for trends that might result from Olympic activity.
4. To do our part in ensuring full use of facilities built and/or modified for the 1988 Winter Games.

COMMITMENTS TO 1988

The Parks/Recreation Department is involved in preparation for the 1988 Winter Olympics through:

- facility upgrading and development (Father David Bauer Arena - hockey; Kohn/Condon Arena - figure skating; Olympic Plaza, Canada Olympic Park Pathway and other community-based programs)
- assistance with community portion of Olympic Arts Festival

- a major role in "One Year and Counting" - a 1987 festival to generate community involvement, rehearse for 1988 and develop volunteer resources (see attachment)

- general civic beautification (landscaping along major roadways, improvments to certain facilities such as Mewata Stadium).

Staff have also been involved in related initiatives designed to encourage community interest and involvement. Winter Sport Festivals, increased involvement in the Alberta Winter Games, and development of winter sport facilities at Shagannappi (ski jump, luge, x-country), program grants to groups experimenting with winter outdoor or sport activities serve as examples.

STRATEGIES BEYOND 1988

1. Cooperate with other agencies to ensure full utilization of Olympic legacy facilities.

   o encourage Team Canada (hockey) to remain in Calgary - at Father David Bauer Olympic Arena

   o retain Jimmy Condon Arena as a dedicated, figure-skating training facility.

   o assist University and CODA to develop community programming of facilities at the University and Canada Olympic Park (specific operating agreements define the City's role in this regard)

   o continue to assist the Alberta Sport Council and local sport organizations with Alberta Winter Games

   o assist CODA with the hosting of national and international sporting events (host city requirements in standard agreements)

   o on-going programming of the Olympic Plaza.

2. Assist with sponsorship of an annual Winter Festival tailored after 'One Year and Counting'.

   o celebrating amateur winter sports and recreation, arts and culture and the volunteer sector in Calgary.

   o involve as many community organizations as possible in hosting demonstrations, 'try-it' programs, snow sculture competitions, outdoor barbecues, etc.

3. Develop a Marketing Program (similar to Participaction) which highlights winter outdoor recreation.
    - work with media to raise awareness of the importance and availability of winter outdoor recreation opportunities (for fitness, family, etc.)
    - publish an annual 'Passport to Winter' - a guidebook to winter leisure opportunities in the City, with incentives (e.g. coupons) to utilize programs and facilities available.
    - encourage development of introductory programs making first attempts easy and enjoyable.
4. Increase levels of municipal support for winter (outdoor) programming by voluntary groups and agencies.
    - publish program idea booklets
    - dedicate a percentage of available cosponsorship funds for winter outdoor programs and events.
    - encourage outdoor groups to cosponsor Loppett, Volksmarch, ice boating events in winter season.
5. Open additional parks and golf courses for casual winter recreation.
    - clear regional parking lots and pathways of snow
    - winterize washrooms and concessions in regional parks
    - develop winter playgrounds (PIRUVAC)
    - license a winter hay-ride operation in major park areas
    - work with schools to cosponosr winter play days
    - offer winter walks and interpretive programs
    - market x-country skiing as a winter alternative for joggers (develop opportunities at all golf courses and linear regional parks)
    - cosponsor special events such as winter barbecues and snow sculpture contests.
    - develop additional outdoor skating, tobogganning/sledding and x-country skiing opportunities
        - WID Canal skating and x-country skiing

  - work with Fish Creek to develop sledding opportunities north of Sikome Lake (in conjunction with skating)

6. Work with related Societies to expand winter opportunities.

   - Encourage the Zoo, Heritage Park, and Fort Calgary to develop special community events (either at the Society or in community).

   - Coordinate a special winter passport to special facilities in Calgary (e.g. Zoo, Heritage Park, Fort Calgary, Planetarium, Lindsay Park, the Leisure Centres).

APPENDIX N

RECREATION RESEARCH AND POLICY DEVELOPMENT FOR THE ECONOMICALLY DISADVANTAGED

December 10th, 1986

City of Calgary

Parks/Recreation Department
Leisure Services Division

SUMMARY

Recommendations From The Economically Disadvantaged Task Force

Task Force members after reviewing data and research, developing strategies and programs, and gathering input from appropriate staff members recommended the following:

- The Parks and Recreation Department should try to extend services to the economically disadvantaged by minimizing financial barriers and perceived social barriers. In addition the department should endeavour to mitigate other possible barriers to participation such as child care and transportation needs, lack of skills and lack of awareness of recreation opportunities in Calgary.

- Services for the economically disadvantaged should be primarily directed at families and individuals whose income falls below the National Council of Canada poverty lines (the working poor) and include social assistance recipients, recipients of the guaranteed income supplement and the unemployed.

- Due to the diverse range of social and economic characteristics of the individuals within the identified target groups, a combination of a number of strategies and programs is required to adequately provide leisure services to the economically disadvantaged. No one particular strategy will be able to accomplish this goal. Therefore, the following implementation plan and strategies were recommended:

- **Phase I**

  - Strategies that could be implemented within existing operating budgets, with little or no additional financial expenditures to the Department.

  - Implementation of strategies and programs could occur immediately, within appropriate divisions and sections.

- **Phase II**

  - Strategies and programs that would cause financial expenditures or potential loss of revenues to Department.

  - Growth or expenditure items to be included in 1987 operating budget.

  - Strategies to be implemented in 1987.

  - **Phase III**

- Strategies and programs that would cause fiscal expenditures to the Department.

- Strategies viewed as future options for consideration to be included as budget items within the five-year operating plan.
- Additional strategies would be undertaken if existing mechanisms are not adequately providing services to the economically disadvantaged.

Implementation Plan

- **Phase I**
  - Work with and encourage other agencies and groups to provide services to the economically disadvantaged.
  - Increase the number of free special events and introductory programs organized by the Department through the year.
  - Establish a network system with appropriate agencies and when and where appropriate refer the economically disadvantaged to agencies who traditionally support low income groups.
    1. Access grants to help subsidize program fees and facility admissions for the economically disadvantaged.
    2. Discretion of front line staff to allow free or subsidized admission to program and facilities to the economically disadvantaged when it is deemed an appropriate measure.
  - **Phase II**
    - Provision of an established amount of open free time at a number of city-sponsored facilities.
    - Provision of low cost days/evenings at a number of city-run recreation facilities.
    - Subsidization of registration fees and facility passes to the economically disadvantaged.
    - Implementation of a volunteer exchange program, which is available for all age categories.
  - **Phase III**
    - Provision of additional support to low income communities.
    - Creation of a staff position to provide direction, liaison and coordination with agencies and departments.

APPENDICES *

a. National Council of Welfare Estimates of Low Income Lines for 1985

b. Statistics Canada Revised Low Income Cut-offs, 1980-1984.

c. Percentage Distribution of Families and Unattached Individuals by Income Groups in Alberta, 1984

d. Social Allowance Recipients by Community District for Calgary, February, 1984

e. Excerpt from Policy and Procedures Manual, Vancouver Recreation Commission

f. Special Needs Taxi Service Subsidy Levels, City of Calgary Social Services Department

g. Excerpt from Social Services Income Security Manual, Province of Alberta, Department of Social Services

h. Low Income Communities in Calgary

i. Overall Impact of Proposed Strategies to City of Calgary Parks/Recreation Department

j. 1986 Survey - Recreation Participation Patterns and Policy Development for the Economically Disadvantaged

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Table 3 Unemployed Youth in Calgary 1980-1986

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Table 5 Distribution of Guaranteed Income Supplement Recipients by Income Class and Marital Status, Alberta, June 1983

* A complete copy of the report, including Appendices are available through the Planning Section, Leisure Services Division, Parks/Recreation Department (ph: 268-4760)

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ACKNOWLEDGEMENTS

The Leisure Services Division would like to thank the members of the Economically Disadvantaged Task Force for their diligent work in providing feedback and comments on the research material and their dedication and support in the development of a policy for the economically disadvantaged. The Division especially thanks those members of the Task Force representing other City Departments, including the Planning and Building Department and the Social Services Department for their invaluable contribution to the Task Force.

Special thanks also to the staff members from the Parks/Recreation Planning Section for their work on the survey and tabulation.

1. BACKGROUND AND METHODOLOGY

The City of Calgary Parks/Recreation Department is working on the further development of policies related to the Department's services to the public. One of the areas being reviewed is the provision of services to economically disadvantaged persons.

The objectives of Phase I - Research and Action Plan were to undertake research to determine how the issue of the economically disadvantaged is being handled in other cities, what existing policies, procedures, programs and services are in place, and a review of the current trends and studies related to this. From this information an action plan was developed identifying the tasks to be addressed in order to provide information specific to the City of Calgary as input for the development of policies and procedures.

Phase I commenced in December, 1985, with the majority of research being undertaken during January, 1986. The research conducted included:

- Telephone interviews with representatives from Recreation and Parks Departments in 20 Canadian and Western U.S. cities.
- Telephone and personal interviews with representatives from the Canadian and Alberta Governments and the City of Calgary Departments.
- Telephone and personal interviews with representatives from quasi-public agencies and associations in Calgary.
- A literature search including a library search at the University of Calgary and contact with individuals from research institutes such as the National Council of Welfare, Canadian Fitness and Lifestyle Institute and McMaster University.

The data collected was summarized and six key issues were identified. An action plan was then developed incorporating these issues as tasks to be addressed in order to provide information specific to the City of Calgary. The results would then be utilized in the development of policies and procedures for providing recreation services to the economically disadvantaged.

The action plan was reviewed by the Economically Disadvantaged Task Force and the Department of Parks and Recreation Executive Committee. Approval was given to proceed with Phase II, the implementation of the activities outlined in the work plan. Phase II commenced April 1986, and was completed October 1986.

2. SUMMARY OF EXISTING LITERATURE AND DATA

a. Statistical Data and Trends

The following information has been gathered primarily from Statistics Canada Data and the National Council of Welfare's Poverty Profile, 1985.

- **Definition of low-income family**

  - A "poor" or "low-income" family is defined as having an income below the poverty line, while a "non-poor" family has an income level above the poverty line. This also applies to unattached individuals. Poverty lines are based on size of family, place of residence and gross rather than net (after tax) income.

  - Estimates of low income lines for 1985 are outlined in Appendix I and low income cut-offs for Canadians from 1980 - 1984 is outlined in Appendix 2.

- **Canadian Scene**

  - The recession of the early "eighties" has reversed the long-term decline in family poverty, and as a whole low-income populations are on the increase.

  - Four in ten families headed by women are poor, compared to only one in ten led by men.

  - Unattached women run a greater risk of poverty than unattached men, however, the gap between them is not as wide as it is for families headed by women.

  - Families with children have experienced a substantial increase in poverty in recent years. In 1984, more than one million children - an established one child in five, were poor.

  - Single parent families are very vulnerable to poverty and in 1983, 50% of families led by single mothers were poor.

  - Young families are the most vulnerable to poverty while elderly families seem to fare better. However, unattached elderly Canadians, men and women alike, face a much higher risk of poverty than those who live in families.

  - The risk of poverty is greater for older unattached persons, 70 and older compared to those aged 65-69.

  - The lower the education level of a family head or unattached individual, the greater the chance of falling below the low-income line.

- A family led by someone who did not go to high school is four times more likely to be poor as one headed by a university graduate. However, the risk of poverty has increased for all families in recent years.

- Unemployment is perceived to be the major issue that will be facing youth in the next five years. An Examination of Recreation Services for Youth in Ontario; Ontario Ministry of Tourism and Recreation (May 1984).

- Continuing high levels of unemployment have been particularly felt by young people between the ages of 15-25 attempting to join the labour force for the first time. Youth unemployment will continue in the current decade. Social Policies for the '80's; Canadian Council on Social Development (1981).

- Unemployment rates for the 15-24 year olds are soaring well above the national average. Canadians under 25 have twice the risk of unemployment of those over 25. Draft National Policy Statement on Unemployment, Underemployment, Forced Discretionary Time; C.P.R.A. Conference (1985).

o **Calgary And Alberta Scene**

- Recent information is not available on the breakdown of income levels for families and individuals in Calgary. The most recent Statistics Canada data is based on 1980 income and 1981 census data. This information does not reflect the economic downturn which commenced in late 1981.

- Between 1981-1984, family poverty in Alberta has doubled. Appendix 3 shows the detailed breakdown of incomes in Alberta for 1984 for all families and unattached individuals. This data seems to reflect Canadian trends on poverty as previously outlined.

- The downturn in the economy is cited as one of the most important changes that has taken place in Calgary over the last three years. Unemployment and poverty are considered two of the pressing social problems in the Calgary area. Calgary . . . A Social Planning Future; (May 1984).

- As a result of the economic recession, the unemployment rate in Calgary has continued to increase, while public assistance caseloads have also risen. Leisure providers need to recognize the stress of affected individuals and their needs as a result of their changed circumstances. 1983 Social Info Pac; Research and Planning Unit, F.C.S.S. City of Calgary, Social Services Department (1984).

- The most recent and best available indicator of the distribution of individuals dependent upon public assistance within Calgary communities is provided in Appendix 4.

b. Current Studies And Reports

Very little current research is available which addresses the issue of recreation participation and the economically disadvantaged. A number of reports made mention of the economically disadvantaged, however, the basic concepts seemed to be repeated in a number of documents. Generally, the information seemed to fall into one of the following categories: single parents, youth, unemployed and barriers to participation.

o Barriers To Participation

- Researchers who have studied barriers to participation have identified a core of five main barriers, namely lack of interest, time, money, facilities and required skills or abilities.

  In a study by Searle and Jackson, 1985, the number and the types of barriers to participation varied with certain characteristics of the respondents. Low frequencies of participation in new recreational activities were expressed by single parents, elderly and the poor. This may not be due to an apparent lack of interest by these groups, but rather a resignation to both personal and external circumstances.

  Barriers to participation are not equally distributed across society. Most Parks/Recreation Department policies are to provide equal opportunity for all citizens, however, programs and services are offered on a totally undifferentiated basis. Two techniques to provide equal opportunities include target marketing and equity. Identifying the characteristics of those persons the agency serves (target market) and designing specific programs and services to fit these different segments of the population can help to minimize barriers for specific groups.

  The equity concept addresses fairness (Crompton, 1982). If an agency is responsible for providing equal opportunity when applying this concept, it may have to resort to unequal distribution, or pricing of programs, or services. Equity that is demand orientated is sensitive to the client and provides the flexibility needed. Understanding the target group allows the agency to know the willingness or ability of the target group to pay for a particular program or service. The agency can then distribute and price programs and services in different geographic areas, or for different types of groups in varying degrees. Socio-Economic Variations in Perceived Barriers to Recreation Participation Among Would-be Participants; Searle and Jackson (1985).

- A study to examine the participation of low-income children and adults in organized sports and recreation activities was undertaken by the City of Peterborough. The following topics were considered: fees or memberships charged for participation in recreational activities; arrangements made to subsidize people who were unable to afford fees; other charges and non-financial restrictions or barriers affecting participation levels. The study findings revealed that recreation activity preferences were not linked to income. In order of preference, the most popular activities for all income levels included walking, swimming, home exercise, camping, bicycling, ice skating, fishing, bowling, boating, cross-country skiing and jogging.

  The study also showed that user fees and other costs were not creating serious problems for lower income persons, as cost was not the most common reason expressed by low income users for not increasing their rate of participation.

  The study concluded that financial barriers to participation do exist for a small portion of the community. However, costs were not just a barrier to low-income individuals. People at all income levels cited financial restrictions as one reason they did not participate more. The study team found the results encouraging, and concluded that any plans by the City or by agencies to provide subsidies for those for whom costs are a barrier, need not be very expensive to implement. Final Report Mayor's Committee on Recreation Access for Low Income Persons; City of Peterborough (1984).

- The results of a Canadian Fitness Survey conducted in 1981 concluded that low-income Canadians are less active physically than Canadians from other income groups. The study done by Ross, 1984 cited the following possible reasons for lower physical activity rates by this group:

  -- demographics (more elderly, sick and disabled in this group)

  -- lack of income

  -- not a priority after daily living on poverty existence

  -- lack of understanding or awareness of the benefits of physical activity
  Fitness and Low Income; National Sport and Recreation Centre (1984).

- **Single Parent Families**

  - A study was undertaken by the Calgary Social Services Department to determine the needs and characteristics of single parents in Calgary. With reference to the economically disadvantaged, the study results showed that of the 335 single parents surveyed, approximately one third of the respondents were living below the National Council of Welfare's 1984 poverty line for a family of two. Some factors preventing participation in leisure activities were listed as lack of money, inconvenient times, lack of available child care and pre-occupation with other activities.

    Two thirds of the agencies interviewed who provide services to single parents believe there is a need for additional services to single parents. The most significant needs of single parents include emotional counselling, financial assistance, child care and social activities.

    Based on the survey, a number of recommendations were made which concluded that leisure services providers should attempt to eliminate or reduce identified obstacles which prevent single parents from taking part in leisure and recreation activities. For example, providing child care services as part of a recreation program would remove a major barrier and create the opportunity to participate. A Profile and Needs Assessment of Calgary's Single Parents; Calgary Social Services Department (1985).

- **Youth**

  - With regard to economically disadvantaged youth, financial constraints and less self-directed initiatives have resulted in many youth from poor families having a slower start and less skill development than others of a similar age. Most recreational programs are based on the need for higher skill levels. Attempts at integration have had very poor results. Economically disadvantaged youth require easier programs at the beginning, vigorous encouragement and ongoing assistance in order to get them started and stick to recreational programs. When this is done most participants catch up quickly and then are able to do well. An Examination of Recreation Services for Youth in Ontario; Ontario Ministry of Tourism and Recreation (1984).

- **The Unemployed**

  - A study was undertaken by Glyptis, 1983 to address the profile characteristics of the unemployed in Great Britain, and the 'normal' leisure activities of this group. Unemployment touches all sectors of the community, young and old, men and women, skilled and unskilled, but it affects them unevenly. Glyptis categorized the unemployed into the following groups: geographical area, age, social class and ethnic background.

The effects of unemployment will depend on the circumstances and morale of the unemployed; these may vary between individuals even of the same age, social class and income groups.

Researchers have found that 10% of the unemployed were 'not bothered' about unemployment, but the remainder experienced depression, boredom, lethargy and (in 12% of cases) family tensions. For all age groups money and boredom are the dominant problems, but especially for the under 24's. Missing the companionship of work and feeling useless are problems experienced by the over 45's.

A recent British study revealed that the daily activity of the unemployed is centered around the house. The mornings are spent shopping, doing housework, gardening or job hunting, whereas the afternoon's activities are more diversified with television viewing and preparing the evening meals. There is also evidence of considerable time spent on gardening, painting and decorating. This may be in trying to retain one's image as a worker. Business as Usual? Leisure Studies, Vol. 2 & 3; Sue Glyptis (1983).

3. EXISTING LEISURE SERVICES FOR THE ECONOMICALLY DISADVANTAGED

Information collected from Municipal Recreation and Parks Departments has been summarized under the following headings:

-- Policies

-- Procedures

-- Programs and Services

-- Marketing Strategies

-- Financial Commitment/Restraints

-- Determining Economically Disadvantaged Status

-- Other Relevant Data

Generally, all representatives interviewed from Parks and Recreation Departments felt their department should be providing all citizens with opportunities to utilize city-run leisure facilities and programs. The basic principle prevalent throughout all the interviews can best be summarized in this phrase.

> **"Participation in recreation is recognized as meeting some of society's basic human needs and consequently, is a right of all citizens; the provision of basic leisure services will not be prohibitive to anyone desiring programs or using facilities for which their taxes have been and are being used".** (Manual of Fees and Charges, City of Port Alberni, Parks and Recreation Commission).

a. Municipal Governments

o Policies

- In the majority of cases, the Parks and Recreation Departments do not have definitive written policies pertaining to the economically disadvantaged. In most instances, however, their written or unwritten policy is that **"no one will be turned away from public recreation facilities and programs due to financial restraints"**. In a number of cities they have purposely avoided drafting a written policy on the economically disadvantaged. The following reasons were cited:

  -- The policy and subsequent procedures may be misinterpreted by staff members administering programs.

-- Politicians do not want to draw attention to low income individuals and families.

-- Concern about a possible inundation of requests, and consequently, a financial burden to the City might be created if a written policy was developed.

-- Insufficient background research undertaken by Parks and Recreation Departments to develop written policies on the economically disadvantaged.

- Specific written policies, and/or philosophies received to date from City Parks/Recreation Departments contacted are outlined below:

> **"Consistent with its stated objectives, the Commission recognizes the right of all citizens of Port Alberni to participate in recreational activities.**
>
> **Towards this end, the Commission strives to ensure that the rates for program registrations and activity admissions are not prohibitive to any of our citizens. However, rates and charges at any level potentially discourage or inhibit the participation of certain people and families".**
>
> **Financial assistance is available for "basic services". (i.e. it is not available for other than basic services). Persons in need of financial assistance may request same by being in contact with the Director of Recreation or the Town Administrator. Such assistance may be provided for a portion of all of the fees involved in the basic services.**11 (City of Port Alberni, Parks and Recreation Commission, under Policy of Fees and Charges).

NOTE: Basic service generally refers to public service.

> **"The Social Planning Department provides day care, home support, special transit, senior citizens and various other social services. These services respond to basic human needs. The opportunity for the fulfillment of those needs should be available to everyone.**
>
> **Both the client and the community benefit from the fulfillment of these needs. Therefore, they should both share the cost of providing these services. The community shares the cost by allocating tax revenue; the client shares by paying user fees/charges. As much as possible, user fees are based on the user's ability to pay for the service."** Social Planning Department, Community Services Division, City of Medicine Hat, August 1, 1985).

o **Procedures**

- Approximately one half of the Parks and Recreation Departments interviewed work in conjunction with one or more of the following groups or agencies in providing support to the economically disadvantaged:

    - Local/Provincial Social Service Departments
    - Community Social Services Agencies
    - Community Organizations
    - Public and Separate School Boards

- Through referrals from the above mentioned groups and from recreation staff members, free or subsidized passes and vouchers are issued to those deemed unable to pay for recreation services.

    In most cases the need or inability to pay is at the discretion of the individual assessing the particular situation of a client and is based on a type of honour system with the participating agency and their staff members.

    It should be noted that in one city Recreation and Parks Department, the above mentioned approach was revised because they felt the process was only as good as the staff involved in assessing the situation. This Parks/Recreation Department also felt they did not have as much control over the process as they would have liked to. However, all other Parks and Recreation Departments indicated the approach was working quite well, was fairly easy to administer and was not being abused to any great degree.

- The criteria used to assess an individual's inability to pay varies with each Parks and Recreation Department or agency and includes one or more of the following components:

    - Social Assistance and Welfare recipients
    - U.I.C. recipients without any other source of income
    - Agency clients who will benefit from leisure experience and who are experiencing financial hardships, which, in turn, restricts them from participating in public recreation programs.
    - Those persons deemed by agency staff to be unable to pay for recreation services, but are truly interested in participating in programs and activities.

- Other approaches and procedures identified in dealing with the economically disadvantaged included the following:

  -- Through a local citizen advisory committee, city funds are allocated to those who cannot afford to pay for a program. The advisory committee is also responsible for developing criteria used to determine the ability and inability to pay.

  -- Recreation Councils within communities and community associations who provide direct programming are responsible for developing criteria and assessing individual situations within their own communities. If the Department is satisfied with the case presented to them by the community then the City Parks and Recreation Department will subsidize.

  -- Social Assistance recipients apply to the City Parks and Recreation Department for assistance. The Special Services Coordinator and Family Assistance Coordinator then determine the people who would benefit from this program. Once the people have been identified their situations are reviewed with the Recreation Director and a final decision regarding subsidization is made. After that point, all matters are handled by the case workers.

  -- Development of programs of low cost for low-income communities, primarily through community schools. An advisory board of parent-staff is established to implement programs best suited to the needs of a particular community.

  Examples of specific written procedures pertaining to the economically disadvantaged are included in Appendix 5.

o **Programs and Services**

- The following types of programs and services are examples of what is being offered by some Parks and Recreation Departments in an attempt to provide leisure opportunities to the economically disadvantaged.

  -- Free admission to pools and skating rinks, (up to 4 hours of time allowed per week for each facility). Free times are scheduled during the day for the unemployed, welfare and social assistance recipients and "working poor". This service seems to operate quite well, with very few administrative difficulties. "Costs incurred over the year are estimated at $20,000 in additional staff wages to man the free-time activities". (A. Argent, Vancouver Parks and Recreation Department).

One problem identified with this service is that people other than the economically disadvantaged take advantage of this special program and consequently, are not attending regular paid admission times. Patronage therefore increases in number, however, revenues decrease.

-- Those officially receiving social assistance can receive a free (6 month) facility pass (referral from social worker, who fills out a standard form, which is reviewed by recreation staff).

The cards issued to social assistant recipients are the same as regular passes except for a serial code number which is recorded by facility staff to be used for internal statistical purposes and an overall control mechanism.

-- Additional staff provided in the inner city communities to help appropriate programs and activities. In one city, the additional recreation staff also provided leisure counselling to individuals in low-income communities.

-- Minimal admission fees and/or lower group rates to public facilities and programs.

-- Direct services and programs in low-income communities, such as transportation to swimming pools from the local community facility.

-- Exposure of a wide variety of recreational activities by covering the rental costs for cross country and alpine ski equipment for city residents.

-- Designated free drop-in session for swimming, skating and roller-skating. A minimum of one free session per week in each city recreation area. Two additional swim sessions per week are designated for seniors. "This free session approach seems to be the cleanest and least burdensome administratively". (D. Brimacomb, Port Alberni, Parks and Recreation).

-- Allocation of free days at a number of public facilities such as the City Zoo and Museum.

-- Free city-wide events such as Canada Day and bandstand concerts in the park.

-- Reduced rates for swimming passes to social organizations.

-- Subsidization of admission fees and program costs. (Refer to Procedures and Approaches).

- **Marketing Strategies**

  - The majority of Parks and Recreation Departments do not publicly advocate reduced rates or special programs for the economically disadvantaged. Programs geared toward the economically disadvantaged do not emphasize the target group but rather the low cost or free admission aspect. Reasons cited for this include:

    - Do not want to single out "economically disadvantaged", particularly the working poor and U.I.C. recipients. The majority of those interviewed feel these individuals have a lot of pride and may not respond to advertised programs and services for low-income earners. (Free admission sessions during the day are a means of providing service without target advertising).

    - Possible abuse of the system, if it is widely publicized.

    - Possible inundation of requests from individuals not necessarily eligible for assistance.

    - Parks and Recreation Department not being prepared administratively or financially to handle a possible influx of requests for assistance.

  - Existing approaches used to inform the economically disadvantaged about existing policies, programs and services include:

    - Community organizations, school boards and social agencies are made aware of programs and policies by letter or telephone.

    - Direct information of Parks and Recreation Department policies and programs to the helping agencies, who in turn tell clients of the opportunities and financial assistance programs offered by the Parks and Recreation Department.

    - Free admission sessions are advertised in a quarterly brochure which advertises all parks and recreation programs.

    - Advertise on brochures that "Everyone is Welcome" to participate in recreation programs regardless of financial restraints or difficulties.

    - Selective marketing to target groups in low-income areas, such as distribution of program brochures through schools in low-income communities.

  - Although the majority of Parks and Recreation Departments seemed pleased with their marketing approach, many felt that more time could be spent informing agencies of their policies aimed at the economically disadvantaged. In two cases, respondents felt that few could benefit from their programs because they were not well known even to the helping professionals.

- **Financial Commitment**

  - The financial burden placed on City Parks and Recreation Departments due to subsidization for the economically disadvantaged is minimal in all cases. Most departments do not receive an overabundance of requests for free or subsidized programs. The following reasons were cited:

    - Additional barriers prevented participation.

    - The economically disadvantaged do not want to be singled out.

    - Only the very needy request assistance; the working poor and U.I.C. recipients are too proud to ask for subsidization.

    - The policy is not openly advertised and therefore not well known in the community.

  - Most departments advocate that participants pay a portion of the cost of the program fee no matter how small the contribution. If participants pay even a very minor portion of the cost, these individuals seem to:

    - Participate more frequently in programs.

    - Attend classes more regularly.

    - Develop a sense of ownership in the program.

    - Keep their sense of integrity and self-worth (feel they are not just receiving a hand-out).

  - For break-even programs, some departments provide only one subsidy per class or program. In all cases, those receiving subsidies for programs are not segregated from other paying individuals and cannot be bumped from a class by a paying participant.

  - Not one of the City Parks and Recreation Departments who provide free passes for public admission programs have special budget allocations for this service. However, in most cases they do monitor the number of free passes given to the economically disadvantaged. For example, last year in Vancouver, 1200 passes were given away to social assistance recipients. Most of the department representatives interviewed indicated that providing free passes has not put a real strain on their respective department's budgets.

  - In certain cities, funding is sometimes received from Social Services Departments involved in implementing the subsidization program, or the Social Service Department pays all the costs for their clients.

  - In one City, proportion of all civic donations goes into a scholarship fund to help subsidize children from low income families to participate in summer programs.

- **Defining the Economically Disadvantaged**

  - Criteria used to determine an economically disadvantaged status varied with each Parks and Recreation Department. In most cases, the departments purposely avoid attaching a definition to the economically disadvantaged. The departments generally adopt one of the following approaches to this issue:

    - Departments usually have a very flexible criteria accepting anyone that seems to be in need of assistance and would benefit from participation in recreation activities. In most instances, the criteria is also based on an honour system between the individual and staff member involved in screening. This approach seems to work well, however, it is only as good as the staff involved in the screening process.

    - The criteria is based on those receiving some form of social assistance, or those receiving U.I.C. benefits, without any other form of income. This approach is easy to monitor, however, it limits service only to those persons in these identifiable categories and is not designed to assess others outside of these parameters.

    - Determining economically disadvantaged persons is sometimes approached from a geographical perspective by defining certain areas within the City as economically deprived. Emphasis is then placed on lower cost programs being provided in the targeted communities. "Approximately ninety percent of the people who are taking advantage of programs in the inner City cannot afford it". (B. Dimen, City of Regina).

- **Other Relevant Data**

  - Real barriers to participation by the economically disadvantaged are not always just the admission or program fees, but other associated costs such as transportation, babysitting costs and the need to purchase special clothing or equipment such as bathing suits, skates, etc. Other barriers to participation include lack of skills and discrimination toward certain populations. This is particularly prevalent for natives.

  - None of the City Parks and Recreation Departments contacted use special identification cards for the economically disadvantaged, primarily because they do not want them to feel singled out or attached with a welfare stigma. Usually free passes or registration forms are the same as those used for paying participants. Passes may have a special code in one corner of the card so that staff members can keep record of the number of passes used. However, this card cannot be easily distinguished from other passes used by regular paying participants.

b. Other Departments Within the City of Calgary

The Calgary Information Centre issues a bus pass to persons 65 years of age and older, and persons in receipt of Spouse's Allowance. The pass costs $10.00 initially and must be validated yearly. The pass is in the form of a small plastic wallet sized identification card. Pass holders are entitled to free access to Calgary Transit, including L.R.T. and free or reduced admission to numerous other City-operated facilities such as the Calgary Zoo, Heritage Park, golf courses, swimming pools and rinks. The program is easy to administer and an application takes only 5-10 minutes to process at the Information Centre. Renewals can be made at the city cashiers or mailed into the Information Centre. This program has been in existence for a number of years and to date has been very successful.

The Social Services Department funds and administers the Special Needs Taxi Program. The program is for limited income people whose physical disability prevent them from using regular public transit service. The income criteria was introduced recently and initially caused some problems, however, the program now seems to have less budget expenditures and is serving more people.

The department issues an annual identification card to those eligible for assistance. To be eligible under this program, gross monthly income must not exceed $1,066 for a single individual and $1,770 for married couples. Individuals pay $1.50 per taxi trip and depending upon income levels are subsidized accordingly. Detailed breakdowns of subsidy levels for different family sizes are listed in Appendix 6.

The identification card is similar to a credit card. The participating cab companies process the identification card like a credit card and submit the receipts to the City on a monthly basis for payment. The Special Needs Taxi Program was established in 1974 and to date has been very successful. The use of an identification card seems to be working very well.

c. Quasi-Public Agencies

o Information was collected from interviews with the following agencies in Calgary:

  -- Young Women's Christian Association

  -- Young Men's Christian Association

  -- Boys and Girls Club of Calgary

  -- Hillhurst Sunnyside Community Association

o Similar to the majority of City Parks and Recreation Departments surveyed, one of the four above-mentioned agencies has specific policies regarding the economically disadvantaged. The overall broad policies are to provide programs to everyone, regardless of their financial situation. They will also provide assistance to individuals if they cannot afford it, but do advocate some form of contribution from the participant. No set criteria has been developed for determining the economic status of an individual, however, individuals are screened by staff members as to their ability to pay for a program.

Only in the case of the Y.W.C.A. are the number of requests becoming a financial concern.

"Between 1984 and 1985, the number of requests for assistance increased by 30% and it is expected that requests in 1986 will also increase by at least another 30%. The majority of people asking for assistance are single parents. Funds are provided by service clubs on an annual basis for subsidization assistance, however, the amount provided can vary each year. More funding on a regular stable basis is required to meet the demands of this target group". (C. Miller, Y.W.C.A. Calgary).

NOTE: The Boys and Girls Club of Calgary would like to work with the City of Calgary in providing programs to the economically disadvantaged youth in the City. They feel they have a solid organization in place which can offer cost-effective programs in the inner city.

d. Provincial and Federal Governments

- In the Alberta Recreation and Parks Policy Statement (draft version) one of the statements reads; "Recreation is an important social service which results in such fundamental benefits as enhanced physical, mental and social well-being to people and to society. To realize these benefits, every Albertan has the right to basic recreation opportunities".

  At present, no specific programs are developed for the economically disadvantaged, however, the department tries to provide services and programs at the least possible cost to citizens, so that more people can participate. "There is no formal charge or fee for most of the outdoor recreation opportunities in Calgary". (D. Daniels, Alberta Parks and Recreation).

- The Alberta Social Services and Community Health Department will provide a recreation allowance to the children of social assistance recipients for costs associated with recreational activities and the purchase of equipment. A recreation allowance of up to $220 per year per child is available to families on social assistance. Determining the need for the allowance and the amount to be issued per family is at the discretion of the social worker. Appendix 7 describes the specific details of this program as outlined in the Social Services Income Security Program Manual.

- Fitness Canada does not have any specific programs or policies in place regarding the economically disadvantaged. They realize there is a need to provide service in this area, however, due to financial restraints have not been able to pursue this in detail. They will be investigating the possibility of working with low-income families in the future.

4. POSSIBLE STRATEGIES FOR THE ECONOMICALLY DISADVANTAGED

o The following comprehensive list of possible strategies was developed in the winter of 1984 by K. Balmer, D. McIlhargey and K. Gardner, City of Calgary Parks/Recreation staff members. It should be noted that some of these programs may presently be in place.

- **Make Payment of Regular Fees Easier**
  - Installment plan for more expensive programs
  - Use of credit card
  - Post-dated cheques (alter the policy-trial period)
  - Daily or weekly registrations for some programs
- **Reduce Fees for Individuals of Groups in Need**
  - A '50% OFF' card for pre-applicants who can demonstrate once per year that their income is on or below the 'poverty line'
  - Annual fees for regular users (at a significant saving)
  - Group rates for 'clubs' (children, teens, seniors)
  - Special discounts for those on unemployment programs
  - Sliding scales for large families
  - Accept 2-3 individuals at reduced price once 'break even' class registration has been reached
- **Remove Fee Requirement for Individuals or Groups in Need**
  - Arrange voucher/pass program with Social Services
  - Free admission for welfare recipients

    Volunteer/barter system

    in facility or programs

    large community project (volunteers paid with passes)
  - Community recreation workers (street programmers)for poor communities (Victoria Park)
  - Approach service clubs, churches, etc. for sponsorships (general or for specific individuals)

- **Increase Support to Groups/Agencies That Have Been Successful to Date**
  - 'Fee for Service' approach with groups such as Boys and Girls Club
  - Work directly with groups supported by F.C.S.S. to help them develop recreational opportunities for their members
  - More school programs in poorer communities
- **Develop or Expand 'NO FEE' Programs**
  - Special events
  - Increase outdoor park programming (use of inexpensive facilities)
  - Resource books to assist individuals and groups to plan and carry out their own leisure programs
  - Leisure education (you are your own best leisure resource)
  - Special days within programs

    free to friends and anyone else

    'try it, you'll like it' days

NOTE: While the above mentioned ideas relate primarily to City-run facilities and programs, a great deal can also be accomplished by encouraging other groups to adopt a similar sensitivity to the economically disadvantaged.

-- Encouragement through co-sponsored and indirect programs,

-- Encourage community groups owning facilities to give special attention to the economically-disadvantaged in their community.

5. ACTION PLAN

- Six key components were identified during the collection of the data:
  - Development of Criteria and Guidelines to determine Economically Disadvantaged Status.
  - Identification of Economically Disadvantaged Specific Target Groups.
  - Needs and Preferences of the Specific Target Groups.
  - Financial Implications of Programs and Services to the Economically Disadvantaged.
  - Coordinated Efforts with other Departments, Committees and Agencies.
  - Policy Statements and Implementation Strategy.

  The goals and objectives of the action plan were developed in accordance with the key components identified while the work plan incorporated the components as steps to be undertaken in order to provide information specific to the City of Calgary.

a. Goals and Objectives

- The goal of the action plan is to develop information necessary to assist in the formulation of a policy on the economically disadvantaged and associated programs and services.

  The objectives of the action plan are as follows:

  - To identify economically disadvantaged target groups who may require specific programs and services.
  - To identify specific low-income communities and districts that may require additional support and assistance.
  - To determine the needs of the economically disadvantaged groups and communities identified.
  - To develop criteria and guidelines in accordance with the needs of the economically disadvantaged residents of Calgary.
  - To determine any increased expenditures or loss of revenue on the City Parks and Recreation budget associated with such policy development.

- To develop a working relationship with appropriate agencies, groups and departments dealing with the economically disadvantaged.

- To develop potential procedures and programs for economically disadvantaged groups.

b. Detailed Action Plan

o The action plan included the following steps and activities:

- **STEP I. Development of Guidelines and Criteria**

  -- Review research material, specifically information related to poverty profiles, trends and statistics.

  -- Develop a matrix summarizing other agencies', cities', and municipalities' responses.

  -- Review information with committee to determine guidelines and criteria to be used for the subsequent activities.

- **STEP II. Needs and Preferences of Target Groups**

  -- Provide input into the community needs survey to be undertaken by the Planning Division. Emphasis to be placed on questionnaire design and analysis specific to the economically disadvantaged.

  -- Determine social agencies in Calgary who presently work with the economically disadvantaged.

  -- Contact relevant social agencies to discuss needs and preferences of clients.

  -- Gather input from Parks and Recreation staff who are presently or have previously worked in communities regarded as low-income areas.

- **STEP III. Financial Implications**

  -- Develop possible financial assistance programs which identify specific target groups, criteria for assistance, the number of eligible participants, estimated number of participants, and costs associated with programs.

  -- Gather input from pertinent staff and committees such as Rates and Fees and related facility managers.

- **STEP IV. Coordinated Efforts With Other Departments, Committees and Agencies**
  - Identify social and community agencies providing service to the economically disadvantaged.
  - Contact appropriate agencies for input and ideas on co-sponsored programs.
- **STEP V. Policy Statement and Implementation Strategy**
  - Written summary report on information collected.
  - Gather input from pertinent staff on programs and services.
  - In conjunction with the Task Force, recommend possible programs to be undertaken by the City of Calgary, Parks/Recreation Department.

6. IMPLEMENTATION OF THE ACTION PLAN

The tasks outlined in the action plan (Section 5.2) included Task Force reviews, reviews by key Parks and Recreation staff, time spent reviewing the economically disadvantaged needs survey and workshops and activities undertaken for the Parks/Recreation Policy and Systems Plan update.

a. Policy Planning Issues and Development of Guidelines and Criteria

- Task Force members commenced by reviewing the research material, specifically the information related to poverty profiles, trends and statistics. Following a review of the pertinent data and numerous meetings, the Task Force identified a number of planning issues and guidelines and criteria options. Both planning tools received support by department staff and were instrumental in developing strategies and programs for the economically disadvantaged.

- **Guideline and Criteria Options**

  - **Option #1**
    No set financial criteria
    "Public recreation for all; No one will be turned away"
  - **Option #2**
    Open-ended flexible criteria
    "Anyone who identifies financial distress"
  - **Option #3**
    Definitive criteria established
    "Individual must produce proof of financial status
    i.e. social assistance
    recipients, unemployment insurance stubs"
  - **Option #4**
    No additional subsidies by Department to be provided
    "User-fee, as per policy"
  - **Option #5**
    Combination of any of the above listed options depending upon the
    needs
    of the specific target groups.

- **Policy Planning Criteria**

  The following criteria were used in evaluating possible strategies and programs for the economically disadvantaged:

  - **Administrative implications to Parks/Recreation Department**
  - **Financial implications to Parks/Recreation Department**
  - **Ability to address all or majority of target groups**
  - **Meets Parks/Recreation Policy and Mission Statement**
  - **Participating social agencies have compatible and supportive mandates**
  - **Possible abuse of system by those able to afford service**
  - **Minimizing humiliation and possible intimidation of prospective users**
  - **Mitigating the labeling and discrimination of the economically disadvantaged**
  - **Design of marketing strategies to affect attraction to programs and facilities in a non-threatening manner**

b. Identification of Specific Target Groups

- **Target**

  A wide range of target groups were identified by the Task Force members and Leisure Services Division staff. Client groups receiving economically disadvantaged status were classified as either **Primary or Secondary target groups.**

  - **Primary target groups** were identified as being major groups in which all or a very high percentage of individuals within that specific group could be classified as economically disadvantaged.

- **Primary Target Groups**

  - Public Assistance Recipients
  - Unemployment Insurance Recipients
  - Individuals and families whose income falls below the "National Council of Welfare" low income levels
  - Recipients of Guaranteed Income Supplement (Seniors)

- **Secondary Target Groups**

  - **Secondary target groups** were defined as special groups of which a smaller percentage of individuals within the group would fall within the status of the economically disadvantaged. Secondary target groups were classified as sub-sets of the primary target groups.

    - Disabled
    - Single Parents
    - Large Families
    - Foreign Immigrants/Refugees
    - Widowers (55-65)
    - Unemployed Youth

NOTE: The working poor were considered to be an important client group, however, it was felt that those with incomes falling below the National Council of Welfare low income levels could also be perceived as the working poor.

c. Social, Economic and Demographic Characteristics of Target Groups

Information on social, economic and demographic characteristics were available for a number of the identified target groups. Sources of information included City of Calgary Corporate Resources, City of Calgary Social Services Department, Department of Unemployment and Immigration, Statistics Canada and recent reports and publications. The following information provides a quick overview of relevant information on the characteristics of a number of the identified target groups.

- **Social Assistance Recipients**

  - In July 1986, 19,194 social assistance cases were reported in the Calgary area (Calgary Herald, August 6, 1986). The Provincial Social Services Department estimated the actual number of people on welfare as being 2.2 times the number of cases reported, therefore the actual number of people on welfare could be estimated at approximately 42,000. Over the past 5 years, welfare cases have risen steadily, as illustrated in Table 1.

Table 1
Calgary Public Assistance Caseload 1981 - 1985

	1981	1982	1983	1984	1985	1986
1. Total Caseload						
1Q	9,555	9,897	14,900	12,420	13,799	17,437
2Q	9,436	10,714	14,011	12,819	15,188	19,194
3Q	9,216	11,312	12,733	12,896	17,600	
4Q	9,075	12,338	11,809	13,093	15,394	
2. *Employable Caseload						
1Q	1,681	1,949	4,056	3,195	3,985	N/A
2Q	1,486	2,344	4,011	3,242	5,225	N/A
3Q	1,332	2,549	3,116	3,158	7,415	
4Q	1,336	2,985	2,669	3,267	N/A	

1. Q - Quarter
2. Cases in which the head of the household can take work.

SOURCE: CITY OF CALGARY, CORPORATE RESOURCES

DEFINITION:

* - employable - eligible and able to participate in work

- unemployable - medical proof of inability to participate in the work force

- The following information is taken from excerpts from **"Surviving on Welfare - a No-Frills Flight"**, Edmonton Planning Council, (1986).
    - S.A. recipients believe that being on welfare has negative social consequences for them and their children.
    - Recipients often do not have enough money left to buy food, and will then require emergency assistance such as emergency food vouchers.
    - A number of S.A. recipients (70% of respondents) believe that they are treated differently by the community because they are on welfare. Many try to hide the fact they are on welfare.
    - The voucher system is one of the most humiliating parts of the whole system.
    - 80% of respondents felt their children were affected in some way by being on welfare, due in most part to financial restrictions.
    - 61% of respondents felt that having no money for recreation was a problem for their children while 37% of respondents stated their children had emotional problems as a result of the family being on welfare.
    - "The things that hurt is the kids seeing other people have fun at swimming and other recreation."
- Only 16% of families with children who responded to the S.A. study undertaken by the Edmonton Planning Council stated that they received recreation allowance for their children.
    - "Social Services should pay for fun things for children so the child doesn't feel left out from friends."
    - The report recommends that "The restrictions on the recreation allowance for children be relaxed, that welfare recipients be routinely made aware of its availability and further, that consideration be given by providing a recreation allowance to adult welfare recipients".

- **The Unemployed**

  - The average number of individuals receiving unemployment insurance premiums in Calgary over the last 6 years has risen dramatically, as shown in Table 2. The May 1986 average indicated approximately 47,216 individuals received or applied for unemployment insurance benefits. This figure surpasses the number of unemployment insurance recipients during the 1982-83 recession.

TABLE 2

Calgary Average-Unemployment Insurance Premiums
1980 - 1986

Year	Average No. of Individuals
1980	10,548
1981	12,106
1982	28,731
1983	46,878
1984	46,435
1985	41,874
1986	47,216 (May 1986)

SOURCE: McCarthy; Department of Unemployment and Immigration. Estimate based on number of U.I.C. applications/approvals at a given point in time.

- The following information provides a background on the economic and social characteristics of the unemployed:

  - U.I.C. recipients receive approximately 60% of their salary while collecting U.I.C. up to a maximum of $276.00 weekly.
  - As a target group, the unemployed come from all walks of life, both sexes, all ethnic backgrounds, and all occupational classes.
  - Young people are more likely to become unemployed. However, they are also the most likely to find employment. Long term employment bears upon the older age groups.
  - Long term unemployed tend to be more isolated, participates in family, home activities or within a small network of the unemployed.

-- The opportunities for the development of personal interests and relationships tend to diminish with the length of the unemployed experience; Social inadequacy can grow.

-- Social worth and the work ethic are powerfully related. Unemployment can lead to isolation.

-- Leisure generally is still seen as a reward for paid employment. To be unemployed, is to be denied the right to recreation. The unemployed experience major constraints in translating free time into purposeful leisure and life patterns.

-- Financial resources become so limited that not only can leisure pursuits be extended, they must be curtailed.

-- Prolonged unemployment, for many is a psychologically narrowing, boring, sometimes terrifying experience.

-- Women experience the negative consequence of unemployment as strongly as men and their psychological reaction to job loss is different i.e. many women eligible for U.I.C. do not file for benefits, but rather retreat into a more secure identity as housewife. (Although, more women than men are unemployed at a given time.)

o **Unemployed Youth**

-- Table 3 illustrates the number of unemployed youth in Calgary over the last seven years. Canadians under the age of 25 face double the chance of unemployment compared to those over 25. The worst off are those between the ages of 17 and 22, particularly those who have no post secondary education.

TABLE 3
Unemployed Youth in Calgary - 1980 - 1986

Year	**No. of Individuals**	
1980	6,629	
1981	7,188	
1982	13,833	
1983	15,517	
1984	13,362	
1985	10,897	
1986	9,739	(Jan/Feb/March) Preliminary data.

Source: City of Calgary Social Services, Steven Hanson

Note: Figures based on unemployed individuals 15 - 24 years of age. Figures derived from labour force participation rate, unemployment rate for youth x number of youth in Calgary (figures work out to a bit higher than U.I.C. figures).

- The following data provides a bit of background on the social and economic characteristics of the unemployed youth:

  -- Unemployed youth face possible frustration and discontent due to the perceived lack of ability to affect ones destiny.

  -- Inability to find work does not necessarily mean economic hardship for all youth. Family support and unemployment insurance help youth to handle the difficulties of unemployment.

o **Single Families**

- Table 4 provides a breakdown of the number of single adult households and the number of their dependents in Calgary during 1984. It should be noted that data has been suppressed for those districts in which there were fewer than 5 single adult households. Therefore the actual number of single family households in Calgary may be higher than indicated in Table 4.

TABLE 4
SINGLE ADULT HOUSEHOLDS (WITH DEPENDENT CHILDREN)
CALGARY 1984

		Calgary Occupied Dwelling	Single Adult House-hold	One Child	Two Child	Three Child	Four Child
Quadrant Totals	SW	78843	1818	1042	598	140	38
	SE	46614	1658	812	624	180	42
	NW	61607	1595	879	582	118	16
	NE	42782	1392	723	504	136	29
City of Calgary TOTAL		229846	6463	3456	2308	574	125

Source: City of Calgary Corporate Resources Department
1984 Civic Census Data

- The Social and Economic characteristics of single parent families has been summarized in the following statements:

  - -- Financial concerns constitute a serious problem among many single-parent families.

  - -- Poverty is particularly evident among female single-parents.

  - -- Average income of a single-parent father is above the single-parent family. However, single-parent males experience financial difficulties arising from child care fees, a lack of opportunity to shop for bargains, an inability to cook economically and the inability to supplement the family income with odd jobs or a second-job.

  - -- A number of single-parents feel that they live a life quite different from their friends and neighbours.

  - -- Single mothers participate less in recreational, sports and community activities than married mothers. However, most single mothers recognize the importance of outside relationships and activities. Some single-mothers, despite home responsibilities make an effort to involve themselves in community recreation or services. Finances are a major factor in limiting their social life.

  - -- The main reasons for non-participation in recreational activities include lack of money, inconvenient times and lack of child care.

  - -- Low income single-parent women are more likely than any other group of women of comparable age to have a very low level of education. (Those with higher levels of education are able to maintain a role in the workforce keeping them above the low income level). However, a number of professional women may tend to choose motherhood over careers, and stay home full time.

o **Guaranteed Income Supplement Recipients (Seniors)**

  - -- In 1984, it was estimated that over 15,000 seniors in Calgary received a full or partial income supplement from the Federal Government. The Guaranteed Income Supplement is additional income to the Old Age Security Pension and is based on yearly income levels of individuals 65 years of age or older. The Guaranteed Income Supplement is an additional benefit available to those recipients of the Old Age Security Pensions who have little or no other income.

  - -- In 1983, over 90% of seniors in Alberta receiving the G.I.S. had total annual incomes under $5,000. Table V provides a detailed breakdown of guaranteed income supplement recipients in Alberta by income class and marital status.

TABLE 5

Distribution of Guaranteed Income Supplement Recipients by Income Class and Marital Status, Alberta, June 1983

Annual Income Class	Single #	Single %	Married #	Married %
$ 0 - 249.99	15,360	36.10	9,951	29.15
$ 250.00 - 999.99	7,058	16.59	4,993	14.63
$ 1,000.00 - 1,999.99	7,198	16.92	4,949	14.50
$ 2,000.00 - 2,999.99	5,141	12.08	3,965	11.61
$ 3,000.00 - 3,999.99	3,497	8.22	3,131	9.17
$ 4,000.00 - 4,999.99	2,465	5.79	2,048	6.00
$ 5,000.00 - 5,999.99	1,666	3.91	1,550	4.54
$ 6,000.00 - 6,999.99	167	0.39	1,186	3.47
$ 7,000.00 - 9,999.99			1,772	5.19
$10,000.00 -14,999.99			587	1.72
$15,000.00+			7	0.02
TOTAL	42,552	100.00	34,139	100.00

SOURCE: Information Services Unit, Systems Division, Information Systems Policy, Planning and Directorate, Information Branch, Health and Welfare Canada, June 1983.

- Little or no information specific to the social characteristics of seniors receiving the Federal Government guaranteed income supplement is readily available.

d. Low Income Communities In Calgary

Information on Social Assistance Recipients classified as active by Alberta Social Services and Community Health in January 1986 and community population data taken from the 1984 City of Calgary Civic Census was used to help identify low income communities in Calgary. The percentage of the population in Calgary receiving social allowance city wide is 5.2%. Those communities in Calgary with over 5.5% of their population dependent upon social assistance are listed in Appendix 8. Twenty-nine communities in Calgary have over 10% of their population dependent on social assistance, with five of these communities having over 15% dependent on Social Assistance.

Additional information regarding low income communities in Calgary can be found in "Index of Median Incomes by Community Districts 1976-1983" available through the Corporate Resources Department, City of Calgary.

e. Identification of Proposed Strategies

Following a review of the research material and information addressing the guidelines/criteria options, planning issues and characteristics of the target groups, the following strategies were identified by Task Force members and Parks and Recreation staff as viable options in helping remove financial barriers for the economically disadvantaged.

o **Proposed Strategies**

1) **Provide "X" amount of free time at facilities (open to all):**

   Amount of Free time available should include both prime time (target- working Poor) and non-prime time (Target-U.I.C., Social Assistance recipients).

2) **Increase the number of no charge introductory programs and special events both regionally and on a City-wide basis.**

3) **Offer low cost days/evenings for all at City-run recreation facilities.**

4) **Subsidize registration fees and/or facility passes to the economically disadvantaged.**

   - **In lieu of support from the Burns Memorial Fund for children's programs, programs for all age categories could be included.**

   - **Voucher/pass system for facility admission, (similar to existing passes with different coded numbers).**

5) **Discretion of front line staff to allow free or subsidized admission to facilities and programs.**

6) **Access grants to help subsidize program fees and facility admissions (e.g. Burns Memorial Fund, Corporations, Service Clubs)**

7) **Work with and encourage other agencies and groups to provide services to the economically disadvantaged and where and when appropriate refer the additional support (financial or manpower) to designated low income geographic areas.**

8) **Implement a Volunteer/exchange system for the economically disadvantaged.**

Strategies were prioritized as to the overall impact on the City Parks/Recreation Department and were ranked against the identified planning issues. A matrix was developed and is included in Appendix 9. Although the strategies were prioritized, due to the diverse range of social and economic characteristics of the individuals within the identified target groups, Task Force members felt that a combination of a number of the proposed strategies and programs would be required to adequately provide leisure services to the economically disadvantaged. No one particular strategy in isolation would be able to accomplish this goal.

f. Survey Results

The Recreation Needs of the Economically Disadvantaged and Policy Development Survey was undertaken by the Planning Section, Leisure Services Division of the Parks/Recreation Department in cooperation with the Economically Disadvantaged Task Force. The purpose of the survey was two fold:

1) To research the recreational participation patterns and preferences of individuals from the economically disadvantaged sector in Calgary, and;

2) To sample opinions on proposed strategies the Department might implement to meet the recreational needs of the economically disadvantaged.

The survey summary report in whole is presented in Appendix 10. Some interesting findings from the survey are as follows:

- The seven most frequently mentioned activities respondents participated in over the last 12 months included swimming, walking, watching television, reading, cycling, visiting and playing baseball.
- Approximately one quarter of all respondents mentioned swimming as one of their main recreation activities while just under one quarter of all respondents mentioned walking.

- Walking, reading and watching television were the activities that respondents participated in the most frequently (3 times per week or more).
- Approximately 60% of respondents indicated they would like to participate in recreation activities more often. Three-quarters of these respondents stated the two main reasons for not participating more were due to lack of money and lack of time.
- Approximately 82% of all respondents were in favor of utilizing tax dollars to subsidize economically disadvantaged persons to participate in recreation activities. All five strategies for assisting the economically disadvantaged received a high degree of support from the respondents. Over 80% of the respondents were either somewhat or very supportive of each of the options.

g. Social Agency Support of Strategies

A number of social agencies in Calgary provide support and services to the economically disadvantaged. Services range from providing counselling and advice, to social assistance recipients and the unemployed to programs associated with managing family resources. Staff members from a number of those agencies were contacted to discuss the proposed strategies and policies for the economically disadvantaged. Feedback was received from the following agencies:

- Family Life Education Council of Calgary
- Calgary Coalition for Support of Persons on Welfare
- Boys and Girls Club of Calgary
- Y.M.C.A.
- Y.W.C.A.
- Unemployment Action Centre

Overall, those agency representatives contacted were pleased with the work and research undertaken to develop the strategies and policies. They felt all the strategies were viable options, however, would not meet the needs of all the target groups if used in isolation. They also indicated that well-defined administration and implementation components of the program would be instrumental in the success of any programs for the economically disadvantaged.

The agency representatives were very receptive to the idea of establishing a network with the City Parks/Recreation Department to inform people (clients) of what is available to them through City Parks and Recreation, to develop a leisure awareness approach and to encourage clients to participate in recreation activities. The Family Life Education Council has a directory of over 400 education and support groups in Calgary. This agency would be willing to work with the appropriate City of Calgary staff and allow them access to pertinent data. Agencies were also in favour of co-sponsored programs for the economically disadvantaged, whereby grants would be allocated to their specific organizations allowing them to provide the low-cost program and leisure education opportunities to the economically disadvantaged.

Concern was expressed regarding those strategies which could be considered as being in direct competition with their own agency programs. Low cost days/nights and free time made available at swimming pools were viewed as strategies which could cause competitive difficulties to agencies such as the Y.W.C.A.and Y.M.C.A.

h. Financial Implications of Strategies and Implementation Plan

With the prioritization of the various strategies and the Task Force members indication of being in favour of recommending all strategies as viable options, work was undertaken to develop specific programs and budget costs associated with these programs. Appendix 11 provides information on these programs and associated costs. This information was then used to develop a recommended implementation plan, with any growth items relating to the economically disadvantaged incorporated into the five-year operating budget of the Parks/Recreation Department. The plan was divided into three phases:

o **Phase I**

- Strategies that could be implemented within existing operating budgets, with little or no additional financial expenditures to the Department.
- Implementation of strategies and programs could occur immediately, within appropriate divisions and sections.

o **Phase II**

- Strategies and programs that would cause financial expenditures or potential loss of revenues to Department.
- Growth or expenditure items to be included in 1987 operating budget.
- Strategies to be implemented in 1987.

- **Phase III**
  - Strategies and programs that would cause fiscal expenditures to the Department.
  - Strategies viewed as future options for consideration to be included as budget items within the five-year operating plan.
  - Additional strategies would be undertaken if existing mechanisms are not adequately providing services to the economically disadvantaged.
- **Implementation Plan**
  - **Phase I**
    - Work with and encourage other agencies and groups to provide services to the economically disadvantaged.
    - Increase the number of free special events and introductory programs organized by the Department throughout the year.
    - Establish a network system with appropriate agencies and when and where appropriate refer the economically disadvantaged to agencies who traditionally support low income groups.
    - Access grants to help subsidize program fees and facility admissions for the economically disadvantaged.
    - Discretion of front line staff to allow free or subsidized admission to program and facilities to the economically disadvantaged when it is deemed an appropriate measure.
  - **Phase II**
    - Provision of an established amount of open free time at a number of city-sponsored facilities.
    - Provision of low cost days/evenings at a number of city-run recreation facilities.
    - Subsidization of registration fees and facility passes to the economically disadvantaged.
    - Implementation of a volunteer exchange program, which is available for all age categories.

- **Phase III**

  - -- Provision of additional support to low income communities.
  - -- Creation of a staff position to provide direction, liaison and coordination with agencies and departments.

i. Recommended Policy Statement

Task Force members after reviewing research and data, developing strategies and programs, and gathering input from appropriate staff members prepared a written policy on the economically disadvantaged. Task Force members felt confident that this policy addressed the issues of the economically disadvantaged, yet was broad enough to include all proposed strategies. It was recommended that the following policy be included in the City of Calgary Parks/Recreation Policy and Systems Plan and that the Department make a commitment to try to minimize financial barriers for the economically disadvantaged so they may participate in a broad range of leisure services.

o Proposed Policy - Economically Disadvantaged

The mandate of the Calgary Parks/Recreation Department is to make available a broad range of leisure services to all citizens. In keeping with this mandate, the Department's goal is to extend these services to the economically disadvantaged by minimizing financial barriers and perceived social barriers. The Department will also endeavour to mitigate other possible barriers to participation such as child care and transportation needs, lack of skills and lack of awareness of recreation opportunities in Calgary.

Services for the economically disadvantaged will be primarily directed at families and individuals whose income falls below the National Council of Canada poverty lines, (the working poor) and include social assistance recipients, recipients of the guaranteed income supplement and the unemployed.

The Department will encourage the economically disadvantaged to access leisure opportunities through the provision of full or partial subsidization of basic leisure programs and services. The Department will also endeavour to work with other agencies and groups to provide leisure services to the economically disadvantaged.

Accordingly, the Department will consider:

- No admission fees for a number of selected special events and introductory programs organized by the Parks/Recreation Department throughout the year.
- Provision of a set amount of free time at City-operated facilities such as swimming pools, arenas and leisure centres.
- Subsidization of registration fees for leisure service programs and facility admissions for the economically disadvantaged.
- Use of free facilities such as parks and natural rinks.
- Utilization of available grants to support pilot programs aimed at removing barriers to the economically disadvantaged.
- Special grants, fee-for-service arrangements and/or co-sponsored program assistance from the Department to voluntary, non-profit groups providing leisure services to the economically disadvantaged.
- Working with other City of Calgary, Province of Alberta and Government of Canada Departments to jointly sponsor pilot projects for the economically disadvantaged.

j. Conclusions

The recreation participation patterns and preferences of the economically disadvantaged are very similar to those of other Albertans. However, costs associated with the participation in recreation programs and services could deter the participation and the frequency of participation by individuals from this group. Therefore, the City of Calgary Parks/Recreation Department should be encouraged to minimize or alleviate this barrier. Due to the diverse range of social and economic characteristics of the individuals within the identified target groups, a combination of a number of strategies and programs is required to adequately provide leisure services to the economically disadvantaged. No one particular strategy will be able to accomplish this goal. From the information presented in this report, mechanisms could be established to implement programs appropriate to the economically disadvantaged sector in Calgary.

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APPENDIX 0

LIFECYCLE LEISURE: AGE GROUP STRATEGIES

INTRODUCTION

As part of the process of developing its next five year (1987-1991) Policy and Priorities Plan, the Parks/Recreation Department initiated a number of projects to determine the leisure needs/interests of Calgarians. One project undertaken was a review of all existing leisure research and data available on Calgarians (including more general information on Albertans and Canadians). This review resulted in a market research summary for each of the client groups; preschool, children, youth, adult, seniors family.

This market research was then used as a catalyst for the brainstorming sessions of six client workshops and as support documentation for their identified goals and strategies. These client workshops were held in the months of June and July 1986 and were each a day and a half in duration. Representatives from the Parks/Recreation Department and outside agencies, providing leisure programs/services for the specified client group, were asked to brainstorm potential goals and strategies for Calgary's Leisure Service System. Each workshop concentrated on ensuring that the special needs/interests of their client group were addressed. The half day followed within two weeks of the full day, and was spent identifying three/four key goals/objectives.

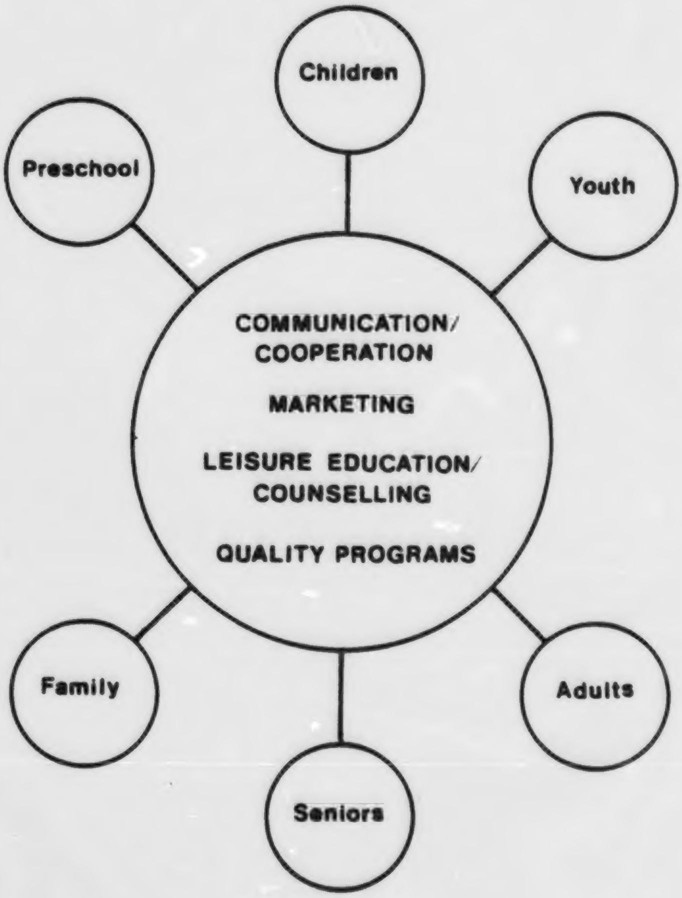
Based on the information gathered through the market research and the client workshops, a draft conceptualization was developed of a Base Service Level Model of leisure program provision. Representatives from each of the client groups were then asked to attend an additional workshop to comment on and suggest changes to the draft conceptualization. This additional input resulted in the development of a Comprehensive Service Level Model as well as a Base Service Level Model for leisure program provision.

All of the above information has been correlated into a binder called 'Lifestyle Leisure: An Inventory of Interests and Strategies for all Ages'. Copies of this binder are available through the Planning Section, Leisure Services Division, Parks/Recreation Department (telephone: 268-4760).

AGE GROUP STRATEGIES

In analyzing the results of the client workshops, four essential goals/objectives were identified (see Figure 1):

1. To improve and develop quality programs and opportunities which meet the needs and interests of the citizens of Calgary.
2. To provide leisure education and leisure counselling programs/services as well as incorporate this information into existing programs.
3. To establish a communication system between leisure providers.
4. To develop a marketing plan which includes a public awareness campaign as well as a marketing support service to leisure providers.


Children
Preschool
Youth
COMMUNICATION/
COOPERATION
MARKETING
LEISURE EDUCATION/
COUNSELLING
QUALITY PROGRAMS
Family
Adults
Seniors

The identified strategies for each of these four goals/objectives are:

1. TO IMPROVE AND DEVELOP QUALITY PROGRAMS

- To do continuous research and gather information and resources as required by leisure providers.
- To provide professional development programs and leadership training programs to ensure a high quality of leadership.
- Develop a pre-program evaluation for indirect, direct and cosponsored programs, to ensure that the planned program rates high in all areas: program name, content, leadership, equipment, appropriate facility, etc.
- To develop programs and opportunities that appeal to the short-term benefits sought as well as the long-term developmental needs of the client group.

2. LEISURE EDUCATION/COUNSELLING

- To work closely with the school boards to enhance school curriculum; to ensure lifetime leisure skills and leisure education are taught and to facilitate access to Parks/Recreation facilities.
- To provide leisure education and leisure counselling programs/services as well as incorporate this information into existing programs (e.g. children's recreation programs, pre-retirement programs, etc.).

3. COMMUNICATION/COOPERATION

- To ensure the establishment of client specific, interagency working groups. The groups would establish their own priorities but would be encouraged to place initial emphasis on:
    - increasing the understanding of the needs and interests of the client groups
    - develop a collection of information and resources
    - encouraging increase in the number and/or variety of leisure opportunities where required
    - staff development, training, and recognition
    - developing a public awareness campaign
    - developing an interagency leisure counselling service
    - to identify areas of program overlap to facilitate complementary services
    - develop leisure education modules for each grade designed to progressively introduce leisure concepts and opportunities

../3

4. MARKETING

- To develop a public awareness program promoting the leisure opportunities available (beyond specific programs to the promotion of specific activities, all the places one can take tennis lessons for example, what pathways are available for cycling, or where one can find a paddling pool indoors or outdoors, etc.).
- To develop specific marketing plans to reach those not presently involved in constructive leisure time activities.
- To more effectively market existing programs to the public; to plan, package and promote programs and services to target specific age groupings.
- Develop information systems such as courses, workshops, brochures, manuals, which provide expert marketing ideas, format, implementation guidelines, marketing strategies, etc., which are available to all leisure providers.
- Emphasize and market the benefits of leisure participation.

Following is a section on each client/age group; preschool, children, youth, adult, seniors, family. The first one/two pages of each section identifies areas of emphasis for that client group. These key goals/objectives are followed by strategies for every identified goal and objective. These age group strategies are the result of the client workshops.

PRESCHOOL RECREATION: FIVE-YEAR STRATEGY

1. **Establish an Interagency working group:**

   Interagency's Mission Statement:

   TO IMPROVE THE QUALITY OF PRESCHOOL PROGRAMS AND OPPORTUNITIES

   Emphasis the first five years should be on:

   - To identify professional development needs and priorize
   - To identify required resource materials for leisure providers of preschool programming
   - To identify market and research needs and priorize
   - To identify areas of program overlap to facilitate complementary services

2. **The Parks/Recreation Department should be playing a more aggressive role ("Participation" approach) in educating parents as to the importance and role of play in a child's development and to promoting recreation/leisure opportunities.**

3. **The Parks/Recreation Department should provide 'Leisure Providers' with**

   a. ongoing research on the needs and interests of preschoolers and their parents

   b. develop resource materials as identified by the Preschool Interagency Committee

   c. provide financial assistance and resources for professional development of preschool leisure providers as identified by the Preschool Intergency Committee.

GOALS AND STRATEGIES - RECREATION FOR PRESCHOOLERS (0-5)

1. **Educate parents as to the importance and role of play in a child's development.**

   a. preschool programs should involve the use of handout materials to enable parents to better understand their child in his/her learning process.

   b. to provide workshops and training sessions for parents and leaders, so that they can gain an understanding of the characteristics of preschool children and the role of play in a child's development.

   c. through parent and tot programs, increase parent's awareness on how to interact with their child in a positive manner.

   d. as a part of parent and tot programs have parents at the first class, participate in a half hour discussion on stages of development, age characteristics, interests, and the importance and role of play in their child's development.

   e. do advertising to "sell" public on the importance of learning through recreation.

   f. in all organized activity for parent and tot include an educational component (i.e. 10 minutes).

   g. a good quality program should demonstrate the benefits of participation through increased physical fitness, encouraging socialization process, providing a fun learning experience through play etc.

   h. use television for public education.

   i. send educational conformation through maternity wards in hospitals, day cares, health services, utility bills, etc.

   j. to increase the resource material available on the socio- psychological profile of preschoolers and related activities which help stimulate growth and development (i.e. participation Resource Activities for 2's, 3's and 4's).

2. **Parks/Recreation Department should provide "Leisure Providers" with research on the needs and interests of preschoolers and their parents, marketing tools, and resource materials.**

   STEPS:
   #1 - What kind of data is useful?
   #2 - How much already exists?

#3 - How much/what new data needs to be collected?
#4 - How often does it need to be collected?
#5 - Best methods?
#6 - Ways for agencies to share data

a. invite parent participation to help establish the kinds of programs sought by parents.

b. to put a survey on preschool needs and interests in with the utility bill to be mailed back with utility bill.

c. Calgary Parks/Recreation to assume an on-going facilitator role in getting agencies together regularly to encourage sharing of information to assist in the development of better quality programs.

d. communicate with other City Departments to share information (e.g. have Calgary Census broken down into "our" age groupings according to each community every year.)

e. Parks/Recreation to hold an annual Leisure Forum to share recent research, marketing strategies, resource material - Resource Fair.

f. Have Parks/Recreation Department provide staff training workshops open for all agencies to participate in.

g. By having surveys done by communities through assistance by the Department available to agency's wishing to tap into this resource of information.

h. Department to develop a Resource Library of all accumulated data.

i. Encourage agencies to exchange copies of surveys they have done.

j. Ongoing research and feedback can be accomplished through

   o better development and use of program evaluations

   o questionnaires

   o surveys

k. all to be correlated into useable data according to:

   o age groups

   o social economics

   o area of City

   o area of interest, etc.

l. Set-up committees, once a year, with professionals in the Preschool field to discuss new trends, needs, interests, etc.

m. develop a "network" to gather valuable statistics and information which can be shared with all agencies.

3. **To increase parent's awareness of alternative leisure opportunities**

   a. offer "drop in" days to facilities and programs

   b. more radio and T.V. spots

   c. develop a 'leisure/recreation logo' similar to "Particip-Action" and how they use their logo

   d. "pass book" which provides a vehicle to educate parents as to the wide range of activities one can do with preschoolers as well as sell facility and program passes

   e. make available to new parents (through maternity wards in hospitals) information on their child's development and opportunities for recreation/development

   f. through handout material given out through preschool programs, day cares, health services, etc.

   g. include in the City utility bill a mailing list checklist (similar to magazine advertising brochure checklist) where they would mail back the card indicating what information they would like sent to them e.g. U of C programs, YWCA programs, etc.

4. **To effectively market existing programs to the public**

   a. by taking an active "selling" approach to our marketing

   b. through radio and television spots

   c. deliver brochures door to door in the immediate area the program/ facility is on

   d. make sure programs meet the needs of the preschooler and the parent:

      o preschool programs should be offered twice a week

      o best offered in the morning and should not overlap the noon hour

   e. highlight or position preschool programs more effectively in a brochure

   f. assign more funds to advertising/marketing budget

g. ensure that your brochure has a detailed table of contents and that it is arranged in such a way that it is clear, concise, and that people don't have to search for the various programs

h. advertise through your classes the other classes you offer

i. use malls, and mall displays as a way to reach the public

j. have a "Leisure Marketing" committee as a means to share research, ideas, successes, failures, etc.

k. City to hire a "marketing consultant" a community resource, who would provide workshops, resources, information, advice to all leisure providers.

l. advertise programs through health services, day cares, stores, etc.

m. consider an all agency brochure specific to area and age group

n. facilitate a workshop on marketing and promotion with TOM WILKINSON (Sport Marketing Institute)

o. take a more active approach to "selling" programs to the public through:

   o front line staff marketing education

   o flyers to target groups

   o communication direct with public

   o new information to current users

p. a large facility/organization should separate out the client groups when developing brochures and distribution methods. Example separate brochures for - preschool children, youth, adults, senior citizens

q. compile a phone/mailing list of "leisure providers" for preschoolers

r. City should hire a marketing consultant to analyze the pro's and con's of present methods of advertising and to formulate an action plan

s. more staff training should be provided on "effective marketing techniques and strategies"

5. **Parks/Recreation should be taking a more aggressive "Particip-Action" approach to promoting recreation/leisure opportunities (in general)***

   a. can be done with cooperative corporate sponsors through - e.g. poster campaigns, radio spots, promo-brochures, etc.

b. needs to be on-going, needs to be incorporated into all advertising, requires financial commitment

c. requires specialized staff to develop a comprehensive global, short and long term marketing plan

d. develop "cartoon" educational blurbs to be used by all leisure providers

e. through radio and television spots (e.g. Charlene Prickett "fitness tips" type of education spots)

* #5 was identified as a strategy for #1 and #3

6. **Preschool programs should provide socialization aspects/opportunities for preschoolers. Parents to ensure:**

   o the program is a complete well-rounded program

   o repeaters and reduce turnover of participants

   a. social behavior stimulation through group activities with children of various backgrounds to encourage tolerance and understanding

   b. have "start-up" socials instead of "wind-up" special events so everyone gets familiar at start of class instead of end of program; encourage better interaction during program

   c. picnics with class participants

   d. provide an environment conducive to socialization; comfy seats, coffee, name tags

   e. include this topic in a professional development workshop -

      o instruction in role as a facilitator

      o instruction in goal setting for parent and child socialization

   f. involve discussion and information exchange during parent/tot classes or during tot classes where parents are invited to attend. Don't structure the entire class for the preschooler

7. **Provide programs for parents on "How to play with your child"***

   a. perhaps not as a program entitled 'How to play with your child' but integrated into parent and tot programs; constructive criticism to adults as they participate with their tots.

b. should be built into each preschool program information on how to participate with your child as well as what you can do at home.

c. provide a workshop on the topic of "how to play with your child" for new parents but more importantly to integrate that philosophy or concept into every program.

d. parents should be given an opportunity to share resources and ideas

e. give constant feedback to parents in class.

f. develop a bibliography to give out to parents; have the list received by a preschool play expert and ranked according to excellence.

g. provide programs for parents and babies (0-10 months) with the content focus being on how to play with your child but called "You and Me = Play" or some such non-threatening title.

h. commission an "expert" to write a handbook that would be available to all parents (look for funding from Alberta Parks and Wildlife Foundation? or some other source).

i. give parents guidelines on abilities and characteristics of children through various ages and stages, information on what to expect from "our" class and what to expect from "your" child.

* can be a part of #1

8. **To provide opportunities for preschoolers and parents to be involved in unstructured, self-expressive, imaginative play experiences.**

a. develop programs where parents can drop-in to a facility with their children without an instructor - free to explore and create together with a facilitator present to answer questions, ensure proper use of equipment, provide ideas of things to do etc. (e.g. drop in gym and play)

b. to develop more family fun days where people can come out for a day of activities without giving a long-term commitment.

c. parent and tot classes should have half-time structure, half-time free-play. The free-play enables the parents to socialize together, the children to socialize and time for parent-child interaction.

d. special events at parks and playgrounds e.g. park and play van.

e. offer programs where instructor plays a facilitator role only - guides rather than directs (e.g. environment is set-up and the children can explore).

f. very clearly outline program and emphasize the importance of this aspect of learning so parents expectations are not of a structured, evaluated skills program.

9. **Educate the consumer of preschool programs; what to look for in a preschool program.**

   a. develop a checklist for parents that can be distributed through maternity wards in hospitals, day cares, health services, Parks/Recreation area offices, etc.

   b. for the City of Calgary to develop a checklist of what to look for in a program and to ensure everyone receives one put it in with the City utility bill.

   c. if the program evaluations are developed more skillfully they can be used to train the parent in what to look for in a preschool program.

10. **Provide workshops and in-service training for preschool instructors and facilitators.**

   a. offer education programs for day care workers re. importance of play, importance of their role.

   b. train staff for direct interaction with public - push P.R./Customer Relations at the front line, hands-on staff.

   c. preschool instructors should be given a lot of inservice training to keep up their motivation and resource base.

   d. provide workshops and training sessions for parents and leaders, so that they gain an understanding of the characteristics of preschool children.

   e. to ensure a high quality of programming.

   f. a workshop is needed which aims to provide a strong education foundation to those organizing and leading preschool programs. Topic areas to include locomotive development, physiological development, sociological development, practical leader tips, creative ideas, sharing, etc.

11. **"Networking" all leisure opportunities, advertising etc. to enable complementary programming/services.**

   a. more sharing of ideas among agencies - e.g. through a newsletter, meetings every 6 months, mail outs between all recreation providers.

   b. to offer a wide variety of preschool opportunities in various areas of the city by networking various agencies.

12. **Needs to provide a greater number of varied leisure opportunities including progressive programs.**

    a. increase number of aquatic programs for parents and tots then use these programs to direct them into/give them information about other programs and so forth.

    b. offer more pot-pourri programs for preschoolers where they get to try a number of activities.

    c. develop a progressive preschool program that could take a child from 6 months to 3 years in a guided self-development program - including a badge program. Part of emphasis to be on educating parent.

    d. develop continuous programs year round instead of all session length programs.

    e. to offer as a part of a program, a cooking class, where children prepare a simple meal and invite parents to come - with a kids movie or skit to follow.

    f. each programmer to set a goal to include one new program/session.

    g. develop a curriculum for preschoolers 0-5 years (through an interagency committee) to assist programmers in ensuring that they include activities that will assist the preschoolers develop the skills for their age/stage of development.

    h. a standardized curriculum to be established in order to provide guidelines for quality preschool programming.

    i. have a manual written with a variety of successful ideas for instructors to pull ideas out of.

13. **Make sure leisure opportunities meet the preschoolers needs and interests.**

    a. creative classes encouraging explanation by child.

    b. ensure every child is successful in the program.

    c. ensure every child is successful in the program.

    d. encourage parent to encourage the child.

    e. educate parent on childs' capabilities and limitations.

    f. encourage increase frequency and repetition of activities as this is the main way of learning at this stage.

    g. offer programs twice/week.

h. offer parent and tot programs for 0-2 year olds and tot programs for 3 and over, where the child attends alone.

i. all activities, in every program, must be fun and allow the child to be successful at whatever they are doing.

j. skill development through play should be a major focus for prechool programs.

k. establish a standardized list of criteria to consider when developing preschool programs.

l. see #7 and #10 - need to educate the instructors on the available theory on preschool needs and interests.

m. develop a list of basic criteria any preschool program should have and build from there.

14. To offer opportunities for those economically disadvantaged.

a. to encourage participation by all offer first time experience for free, second time the economically disadvantaged would be asked to pay what they could, other would be required to pay normal fees.

b. build in a fee reduced rates into budgets to ensure that these needs can be met and set-up a screening system to decide who gets these subsidies.

c. City of Calgary should have funds available to subsidize the economically disadvantaged and make these subsidies known to those in need.

d. have drop-in times available at larger facilities where people may use the area at a reduced rate or free of charge. Advertise these opportunities.

e. use corporate sponsors to the fullest to offer subsidies for programs.

f. offer drop-in opportunities to allow exposure to an activity without having to purchase a whole session.

g. allow program payment through a trade in services example: help out with another program; do typing; possibly a person in training to teach another activity.

h. encourage Alberta Sport Council to provide funding for subsidies plus use sport governing bodies such as A.T.F.A. (track & field) and A.F.A. (football).

i. promote through Social Service the awareness of the "recreation budget" that children on social assistance can receive.

   j. definite statement required by Municipal and Provincial Governments regarding the rights of the individual to organized recreational activities.

   k. care should be taken not just to subsidize the lowest income families, raise costs to affordable levels for only higher income families, and leave the middle income families unable to afford programming.

   l. provide free/affordable fees to Parks/Recreation facilities, to the general public, during certain non-prime hours.

   m. City could run a limited number of introductory programs at no/little cost, first come first served, open to general public.

15. **Offer programs for preschoolers 0-5 years of age not just 2 years and older.**

   a. programming should increase by 100% for 0-3 year olds over the next five years.

16. **Develop an interagency group for preschool programmers and leaders.**

RECREATION FOR CHILDREN: FIVE-YEAR STRATEGY

Thirteen goals and related strategies have been developed to assist in the further development of children's recreation opportunities in Calgary (attached). This initial page presents an overall strategy or approach recommended by the inter-agency group that met to generate the goals/strategies.

1. ESTABLISH AN INTERAGENCY WORKING GROUP

Establish an interagency working group to focus on the development and coordination of children's programs. The group would have two tiers: a city-wide level comprised of senior representatives from major agencies involved in children's programming AND four quadrant committees that provide an opportunity for communication between front line programmers. The group would establish their own priorities but would be encouraged to place initial emphasis on:

- research into children's needs/interests
- collection of information on successful programs/approaches
- establishing a resource library that could be used by all those interested in children's recreation needs and programs
- developing cooperative programs with the school system
- staff development, training and recognition
- developing a public awareness campaign with the media (marketing, leisure education, the 'Oscars' of recreation in Calgary).

City and Province to consider providing resources necessary to provide this group with two or three staff (perhaps seconded from City) and a grant fund to be available to voluntary groups wishing to try an innovative program.

2. CITY TO DEVELOP A COMPUTERIZED INFORMATION BANK

A computerized information bank for easy access (public, agency) to information on programs, and resources (staff, facilities, equipment) To be used for marketing, planning and program development.

3. REVIEW DEPARTMENT COSPONSORSHIP/FINANCIAL ASSISTANCE PROGRAM

See related goal. Inter-Agency Group to be involved. Intent is to both increase the flexibility of the assistance program and to ensure that it is being used to achieve the goals (and strategies) listed.

GOALS AND STRATEGIES - RECREATION FOR CHILDREN (5-12)

1. **To better understand the needs and interests of both parent and child.**
    - a. work directly with children to determine what they want to do; and then support them (e.g. fort building, skate boarding)
    - b. more research on benefits that interest and attract children
    - c. conduct more program evaluations with the children (as well as the parent)
    - d. conduct focus groups re. leisure interests in schools, in programs and with parents
    - e. one-to-one discussions with children and parents (e.g. each staff to talk to three 'clients' each day)
    - f. invite programming ideas from clients (e.g. every third session planned by participants, last day evaluation and idea generation)
    - g. essay contest on the perfect recreation program (perhaps cosponsored with a newspaper or radio station)
    - h. encourage cosponsored programs where participant and/or parent has some direct involvement in the planning and implementation
    - i. use social service agencies for feedback on need
    - j. a 'leisure hotline' - encourage questions about need/opportunity and monitor unmet or unmatched requests
    - k. network with other agencies to share ideas
    - l. monitor literature for clues and information
    - m. protect resources so as to permit response to last-minute demands and fads.
2. **To develop programs and opportunities that appeal to the short-term benefits sought as well as the long-term developmental needs of the child.**
    - a. commission a panel of experts (e.g. sociologist, developmental psych., phys. ed., educator, etc.) to review basic programs and suggest improved approaches re. this goal - produce a program manual
    - b. major inter-agency workshop re. benefits for children - how to get the most out of your program (perhaps based on above)

c. ensure through program design that progression to next program level is considered - long term goals kept in mind

d. develop serial programs similar to swim lessons (perhaps with the school system)

e. offer 'adult type' self development programs for children (e.g. cooking, how to start your own business, modelling/make-up)

f. develop a clear, holistic mission statement for children's programs stressing benefits and values to be developed

g. network provincially, nationally and internationally for program ideas and techniques (focus on developmental programs with depth).

3. **To develop a full and balanced range of leisure opportunities for children (physical/sport, arts/culture/creativity, outdoor, social).**

a. work with schools to further develop non-sport extra curricular activities (perhaps with parent volunteers)

b. increase opportunities for children to develop and experiment with their creativity (arts, crafts, dance, drama)

c. reduce number of games and/or practices involved in childrens' sport leagues to free time for other activities

d. build social component into all activities

e. agency cooperation and interaction to ensure that a broad range of programs is available (often all focus on a few physical activities)

f. use the outdoors more - build outdoor experiences into all types of programs

g. encourage cultural and/or ethnic groups to sponsor a session or an entire program

h. develop a city-wide matrix of available programs to discover gaps

i. ensure that facilities are used for a variety of activities (not just for the most popular)

j. emphasize the performing aspect of physical programs as well as the competitive (e.g. gymnastics demonstrations/shows)

4. **To improve the quality of children's programs.**

a. ensure that all staff and volunteers understand the characteristics of different age groups.

b. make leisure opportunities for children as comfortable and supportive as possible.

c. define quality in terms your programming staff, parents and children can understand

d. offer incentives to staff to focus on quality as well as quantity

e. focus on what you do best; don't diversify too quickly (when you do watch for duplication)

f. ensure that staff hired to instruct the very young are the best available (and the best paid)

g. staff training for children's programmers (paid and volunteer)

h. involve volunteers and/or parents to ensure that extra coaching and assistance is always available

i. Recreation Program 'Oscars' - with a radio station and/or newspaper, have annual write-in competition for best program (best children's art, best team,etc.), best instructor, best .....

5. **To provide leisure education opportunities for both child and parent.**

a. provide educational sessions for parents dealing with children's needs/wants, nutrition and fitness, age characteristics, value and social development and the role that leisure can play

b. parent leisure education sessions at arenas and athletic parks as they watch (and wait for) their children

c. implement a leisure education program in the school system

d. leisure education modules prepared by recreation agencies but available to schools for use in phys. ed., a lunch, etc.

e. Task Force to develop a leisure education module for each grade designed to progressively introduce leisure concepts and opportunities

f. target a leisure education program for children 9-12 to prepare them to use their independent teen years constructively

g. employ a leisure education specialist for one year (P/R Dept.) to increase staff awareness and skills, to develop pilot projects and to coach agencies through initial leisure education programs

h. develop a computer-assisted guide to leisure opportunities (one that translates the answers to basic questions about interests and skills into recommended activities and related facility/program information)

i. set-up inter-agency Leisure Education Task Force with budget for demonstration programs - also develop a planned approach to increasing leisure education opportunities

j. use media to increase awareness of leisure opportunities available (e.g. weekly newspaper column, radio and TV spots)

k. display booths (cooperative) at major public events

l. pilot family leisure education program through City and other large corporations

m. more parent-child exploratory programs ('try-it, you'll like it')

n. pamphlets and program information whenever parents congregate (e.g. spectators, school meetings, Safeway)

o. leisure education forums at schools for parents

p. offer more introductory programs, brief easy-entry sessions perhaps held immediately after a popular current program

q. frequent and impromptu demo events in parks (perhaps a travelling van) to stimulate and diversify interest

r. public information lines - a 'leisure hot-line'

s. introductory passes distributed through school system (e.g. just before summer)

t. encourage children to attend each others recreation programs, perhaps an open house in each program

u. schedule leisure awareness sessions at schools in conjunction with parent-teacher nights

v. establish a leisure counselling service (inter-agency and/or inter-departmental)

w. provide educational information during current programs

x. research what other cities and agencies are doing regarding leisure education.

6. **To encourage experimentation with and exposure to a variety of leisure activities.**

   a. short 'try it, you'll like it' programs to encourage experimentation

b. leisure education to increase awareness of broad range of needs and related opportunities

c. provide all children involved in sports with brochures that increase awareness of other activities available (at the end of the season)

d. set up displays at schools that introduce new activities

e. tours of arts and cultural facilities

f. use local 'big names' to promote involvement in lower profile activities (e.g. Lanny MacDonald at a community art centre)

g. see recommended strategies under 'Leisure Education' (above)

7. **To ensure that boys and girls enjoy equal access to leisure opportunities.**

a. reinforce by advertising that programs are accessible to all

b. if necessary, cut funding to groups that limit access

c. ensure that facility prime time is available to both sexes (e.g. arena time)

d. offer a variety of introductory programs open to both sexes (e.g. sports for all sorts)

e. offer traditional programs for opposite sex (e.g. hockey for girls, cooking for boys)

8. **To provide more support for and cooperation with the school system.**

a. see strategies listed under 'Leisure Education'

b. all agencies to recognize that the school system is the prime provider of leisure opportunities for children aged 5-12 (phys. ed., extra-curricular activities, recess, etc.); help schools do the best job possible and build on the school base rather than compete in any way

c. full support of community schools - all agencies to consider cooperative programs and/or exchange of resources

d. share human and physical resources between schools and recreation agencies (staff exchanges for special projects, facility barter, special programs)

e. work with the schools to develop a diverse range of extra-curricular and/or after school programs (keep latch-key child in mind)

f. encourage schools and teachers to keep homework in perspective; it often limits the childs opportunity to become fully involved in leisure (more learning)

g. recreation and social service agencies to run lunch and after-school 'day care' programs in all primary schools

h. clarify roles of various agencies currently involved in after-school care

i. each junior high school to have either a community school or recreation worker

j. build facilities attached to or adjacent to schools

k. offer range of services to parent-teacher groups (all agencies)

l. use school as a base for community programming (after school, evenings and weekends)

m. display units ('Recky's Corner') in schools to promote nearby leisure opportunities

n. recreation staff to volunteer to attend staff and/or parent meetings at schools to discuss leisure issues

o. an awareness program (and pass package) to introduce teachers to leisure opportunities in area - and our ability/willingness to help

p. include school personnel in any planning activity, committees, etc.

q. work with school boards to obtain commitment that school principals should commit to leisure education, life skill programming in phys. ed., a full extra-curricular program (with community help) and community use of facilities

r. establish a contact person at every school re. leisure activities

s. run recreation candidates for school board

t. DRS staff to further decentralize and have offices in schools.

9. **To encourage more experimentation and innovation in children's programming.**

a. encourage less formal, less structured approaches to children's programming

b. more family programs, involving parents and/or brothers/sisters

c. more assistance to parents and parents' groups so that they can provide children's programs

d. less emphasis on age to establish program groups, more on skill and/or interest level

e. provide opportunities for children to plan and/or provide own programs (idea box, special event, skill sharing, workshop for children on 'the perfect program'

f. 'hire' teens with younger brothers/sisters to plan and run children's programs (under supervision)

g. challenge/require each staff member to plan and try one 'radical program' per year

h. encourage supervisory staff to take risks, to try new ideas (allow each manager 5 no's per year)

i. team up with successful local children's TV shows (e.g. Switch Back) and run community versions and/or fan clubs - a format that allows experimentation with anything current (good for leisure education)

j. use public TV to introduce new leisure activities

k. protect more facility time for families (arenas, pools, fields)

l. drop-in programs at shopping centres

m. a grant for new, innovative programs

n. train community association volunteers how to develop and run local programs for children

o. develop resource list of individuals willing to visit groups and do a special program - share the list widely

p. improve flexibility within Department to try something new (e.g. problems with permission, money, liability, leadership policies)

q. respond to fads

r. mobile vans, streetworkers to work in communities with children - respond to their interests and needs, see what programs develop

s. interagency workshop to develop innovative approaches, encourage new ideas

t. school children to develop and help run noon hour and after school programs

u. place staff in schools to listen to and respond to expressed needs

10. **To improve convenience of and accessibility to children's programs ($, location/proximity, transportation, timing, etc.).**

    a. develop strategies designed to increase participation/use and to reduce barriers for disadvantaged

    b. ensure access to free recreation opportunities in every community (e.g. base services such as playgrounds, sport fields, casual play areas, outdoor pools, outdoor rinks, gyms)

    c. develop after school programs in or near EVERY primary school (could be offered by school, a community school, a community association, Y, B&G Club, church, commercial day care, etc.)

    d. provide transportation (day camp style) to major opportunities such as the leisure centres, special events in regional parks, etc.

    e. offer programs where children normally gather - near schools, malls, playgrounds, etc.

    f. provide transportation with program (e.g. community bus, special arrangements with Calgary Transit off peak, bus tickets included, etc.)

    g. offer programs at regional centres on main routes into City for ease of drop-off en route

    h. basic children's programs in all communities, regardless of interest level of Community Association (e.g. use other groups, or provide direct)

    i. program and facility passes (including transportation) provided through Social Services

    j. program for all age groups at same time so that parents can bring entire family (and perhaps participate themselves)

    k. develop a recreation bus pass for older children

    l. see policies and strategies for economically disadvantaged

    m. see goals and strategies for family programming.

11. **Encourage groups to offer more summer programs/opportunities for children.**

    a. City to gradually withdraw from summer programming using freed funds for cosponsorship

b. protect some City cosponsorship funds for summer programs only - gradually increase it

c. inter-agency task force to review summer situation - determine who is willing to expand services and plan on coordinated basis

d. encourage groups to offer specialized, intensive programs in summer to take full advantage of block of time for skill development, etc.

e. program both for children of working parents and others (considering time, fees, transportation, flexibility for holidays, parent involvement).

12. **To review and improve cosponsored and financial assistance programs.**

a. wide publicity for existing grant programs (perhaps brochures to complement current grants manual)

b. each community to be allocated assistance on a per-capita basis

c. if CA not interested in responding to needs, cosponsor with other interested groups (e.g. community school, Y, B&G Club, Parent-Teacher group, church, etc.)

d. consider giving program grants to groups to be accounted for at the end of the year (similar to provincial FEC grants)

e. consider applying cosponsored funds not to programs but to program resources (e.g. 50% of a street worker with mandate to develop recreation programs for kids hanging around)

f. provide some funding for long-term, not just on a program basis

g. if cosponsored programs are being run in area, City not to offer similar programs

h. resource book of agencies and individuals willing to assist in offering programs (e.g. a group could simply coordinate resources)

i. info. bank (computerized) describing grants, facilities, agencies and individuals available

j. clarify goals and roles of various agencies, do not compete

k. get decision makers of each agency to agree to cooperative approaches

l. workshops on cosponsorship (for City staff, for others)

m. increase commitment and participation from Facilities Division, Leisure Learning, etc.

n. consider using cosponsorships to level out costs to participant regardless of agency offering program

o. reevaluate Dept. role in summer programming with view to increasing number of cosponsored summer programs

p. protect a % of cosponsored dollars for different areas of the City and age groups (e.g. protect some for teen programs, family programs)

q. increase training for community programmers (non-City) to help them increase quantity and quality of services offered

r. review quality of cosponsored programs

s. attempt to standardize approach taken to cosponsorship in each area of the City (e.g. 4 Areas of Dept.)

13. **To encourage more communication and cooperation among suppliers of childrens' programs.**

a. conduct systematic review of agency roles in children's programming; take steps to reduce overlap, particularly when similar services are being offered in the same geographical area

b. encourage child/youth oriented clubs to use existing facilities and avoid temptation to offer similar services to same age group (e.g. cubs, church groups, special needs groups, sports groups)

c. City to continue trend towards cosponsored approaches, moving away from direct programming

d. agencies to cooperate in needs assessment studies and then to agree on cooperative approach (to addressing needs)

e. city staff to serve as a resource to other agencies (to assist with planning and therefore coordination)

f. annual meetings of child/youth oriented agencies to compare capital plans and marketing/program development priorities

g. monthly breakfasts with counterparts in related organizations (a personal commitment to communication)

h. establish an Interagency Committee to regularly exchange information on children's programming

i. regional meetings (each sector) to bring programmers together on a regular basis

j. let the other agency do it if they can do it better

k. develop a leisure opportunities catalogue that encompasses all agencies - for planning and public information (preferably computerized and accessible to the public)

l. establish an interagency network designed to identify and share resources (human, facilities, information, ideas, $'s)

m. each agency to clarify mission and priority clients/program themes; communicate this clearly to other agencies.

YOUTH RECREATION: FIVE YEAR STRATEGY

MISSION STATEMENT

Develop quality youth programs that meet the needs and interests of youth (examples 1-12).

1. To regularly review and evaluate existing research, and where necessary to conduct scientific research into the local needs, interests, trends in respect to leisure/recreation opportunities/services for youth.

2. Encourage and facilitate the involvement of youth in the development, planning, implementation, and evaluation, of youth directed programs.

   - o training programs need to be developed for the facilitators of these programs.

3. To ensure that there is a high quality of leadership in all youth programs.

   - o develop recommended guidelines for instructor/facilitator qualifications.
   - o to offer on-going in-service training and evaluation.
   - o to offer orientation training sessions to new instructors.

4. Increase involvement and participation of youth in leisure/recreation opportunities/services (male and female).

   - o develop and implement a marketing strategy that appeals to today's youth.
   - o work closely with school boards to enhance school curriculum; - lifetime skills, leisure education and facilitate access to Parks/Recreation facilities.
   - o youth strategies must be a part of an integrated approach in developing and promoting leisure/recreation opportunities/services for all age groups.

SUMMARY RECOMMENDATIONS

That the Parks/Recreation Department facilitates a youth advisory committee to ensure that the Mission Statement and identified objectives and goals are achieved.

Note: In the interim the group who developed this material will meet on an informal basis (Janine Czerniak, Y.W.C.A. to organize first meeting).

GOALS AND STRATEGIES - RECREATION FOR YOUTH (13-17, 18-24)

1. **Develop youth programs that meet the needs and interests of youth.**

    a. Adventure - is an element of fun, excitement which is critical to youth programs.

    b. Challenge - allow for an opportunity to fail, yet the individual directs and controls success or failure.

    c. Risk - allow the opportunity to test oneself.

    d. Desire for Independence - promote youth directed leisure opportunities.

    e. Self Development - offer physical fitness programs (segregated), offer modelling and make-up programs, weight training, material arts.

    f. Socialization - provide an area that the youth feel comfortable in, should involve some type of physical activity, include entertainment and music, offer more co-ed programs.

    g. Success - fear of failure is reduced in non-structured lifetime activities.

    h. Year A-Round Opportunities - club type activities, ensure consistency in youth leadership.

    i. Opportunities for "Out of School" youth - provision of leisure activities through work, provide information through UIC cheques.

    j. Minimize Barriers to Participation - provide at an affordable price (have other priorities for their money).

    k. Offer free-time, less structured activities - offer more one time special events, one day workshops, etc.

    l. Opportunities for Friends to Participate Together - design opportunities that allow for group participation e.g. discounts for groups, 2 for 1 specials, etc. Develop group marketing procedures to allow teens to be with friends during programs.

    m. Music - use music in your marketing, program, music is very important.

2. **Provide the opportunities for youth to experience the benefits of leisure/recreation opportunities.**

    o educate on benefits

o sell benefits

a. ask youth what activities will benefit them.

b. need to take a new approach to "pricing" recreation/leisure opportunities. Increase price to market value only as the youth's perception of the value of the recreation/leisure opportunity increases.

c. taylor programs to ensure programs achieve the benefits sought by youth.

d. marketing has to promote the benefits identified in the research.

e. the programmer has to ensure the stated benefits are achieved e.g. fun, fitness, socialization, new skills, adventure, etc.

f. use activities as a means not an end and develop what happens next; what process and progression is needed.

g. a strategy to convey the benefits of leisure pursuits is by modes of media (marketing) that is attractive to this age group e.g. use testimonials, "AADAC" type commercials.

h. the benefits of leisure activities must be experienced rather than taught. Lifeskills must be stressed to develop a positive lifestyle so that they will experience the benefits themselves.

3. **Increase the number and variety of leisure opportunities for youth.**

a. increase the number of available programs which offer adventure and challenge (not necessarily outdoor oriented).

b. to co-operate programs with private sector teen clubs.

c. develop more year-round programming and weekend programming.

d. commit your agency/organization to offering one new youth program per season.

e. increase your youth programs by 50% by the end of the year.

f. Parks/Recreation Department to provide more support for community based programs.

g. development of teen sections within agencies to concentrate on teen programming.

h. leisure activities should be available on a flexible schedule to allow for the current trends of todays' youth e.g. part-time jobs, transportation.

   i. first step, to better market what we do offer; to increase the awareness of available opportunities.

   j. need a large commitment from all agencies to spend time, money and resources to fulfill the need of this market group.

4. **Make changes in school curriculum (as required) to ensure a focus on lifeskills and the inclusion of "leisure education".**

   a. make changes in the schools' Physical Education Curriculum from elementary school on to ensure a greater focus on self-organized leisure activities, individual activities, lifetime activities, etc.

   b. work with the school boards to develop a credit system for student participation in specified leisure programs e.g. leisure education program, outward bound type program, X-C ski program, pottery program, etc.

   c. all leisure providers should take responsibility for providing leisure education - it should be a component of every program they offer e.g. where they can go to continue their activity on their own, when and where they can take a more advanced program of the same, other leisure opportunities that are available, etc.

   d. to offer as a part of the school curriculum - leisure education: how to plan your leisure time, the benefits of recreation/leisure activities, where to go, what opportunities are available, etc.

   e. stress with the schools that education can occur through leisure.

   f. offer activities which are individual in nature but can be done in a small or large group e.g. cycling.

5. **To research youth for the understanding of needs, interests, trends, and then to proceed to meet these.**

   a. set up a focus group to investigate why 24% of the youth reported that they are bored in their spare time.

   b. establish a means of determining trends - what do teens want?

   c. do a research review to determine where, how, and why retailers are marketing their goods the way they are.

   d. gather and do research in order to have the data to base program development on.

6. **Leisure providers to work together to better meet their mandate of servicing youth.**

a. wo cooperatively to network and plan programs for youth with a youth co cil to provide input.

b. it s good to have an idea of the programs being offered by other agenci e.g. can share resources, ensure program gaps are filled, refer in viduals to the program they request if not offered by your agency, etc

c. to ave a rap session once per year just to exchange information and con erns.

d. oth agencies to invite: Project Challenge (Boy Scouts of Canada), Gro Home workers, Campus Life, representatives from public and separat school boards, Between Friends Club, Girl Guides, Junior Achievemen 4-H Club, Fish and Wildlife, etc.

e. for a youth consortium of advisor groups/agencies (Teen Way - "United Way concept). Also have a youth council made up of youth to give dir tion to the above group.

f. for e purpose of brainstorming and providing fresh, new ideas and for ide ifying and tackling common problems.

g. set a "networking" agency which could have a resource library which woul benefit all agencies.

h. for e purpose of pooling resources and information e.g. personnel, and to i olve junior leaders.

7. **Develop uth ownership of programs and services.**

a. prov e training programs and opportunities for them to develop the skil to direct their own leisure time and assume leadership responsibili es.

b. ther as to be a youth networking system so that youth are aware of oppor nities.

c. profi on youth indicates self-directed programs would be successful becau of their desire for independence and need for peer approval. There re facilitate youth directed programs (not just clubs).

d. devel a program for recreation professionals on how to train teen leade s and generate interests; and how to get them involved and keep them volved.

8. **Identify acceptable' facilitators/instructors and provide training and support s vices.**

a. should develop some sort of uniform criteria to use in selecting leaders of youth.

b. agencies should commit to their junior leadership program and look at hiring them first.

c. should look more towards facilitators as the leaders for youth programs to allow more involvement by the teens.

d. determine who teens classify as an "accepted" instructor/leader; possibly peers or other? What qualities do teens respect.

e. ensure that youth facilitators/instructors get an opportunity to get together seasonally to share information, successes and failures, seek counselling, etc.

f. need to develop training programs for the instructors who are training student/junior leaders.

9. **Encourage increased involvement and participation of youth in leisure/recreation activities and services (male as well as female).**

a. provide services weekends and evenings (especially Friday) - teens priority time for leisure activity.

b. get over barrier of lack-of-time by offering the "drop-in" type program.

c. offer more drop-in teamsport activities such as basketball, baseball, football, etc. - to encourage male youth participation so that there is not such a dramatic drop in activity levels after leaving school.

d. offer or have youth develop their own programs.

e. provide credit to the teen through school if he/she takes a leisure pursuit activity with an outside agency.

f. have a program cost reduction for signing up for more than one program e.g. 20% off.

g. by offering contemporary and exciting programs.

h. offer programs which meet the present wants and needs of the youth.

i. provide youth with exactly what you say you are going to provide in your program.

j. provide more recreation opportunities. Must be made available and marketed effectively for youth to actively participate during the summer months.

k. offer special promotions; e.g. if you can register four friends then you register free.

l. to offer more less structured drop-in type activities during their free time especially Friday nights.

10. **Need for recreation opportunity awareness specifically for those not in school as well as for those in school.**

    a. get mailing lists from school board of those who have dropped out of school and those who graduated and mail them leisure information directly for the first year (after one year they could be living elsewhere plus within one year you can inform them about where to get the information about leisure opportunities).

    b. as a graduation present from school provide each graduate with a passbook of leisure opportunities including free passes to programs and facilities as well as information about leisure opportunities in Calgary. (They are the consumers of the future - a good investment).

    c. need for advertising leisure opportunities on the radio channel teens listen to.

    d. offer drop-in programs at the high schools for graduates and ex-students of the school - disseminate information through these programs.

    e. develop a marketing plan to make youth aware of leisure opportunities.

11. **Develop a marketing strategy that appeals to "todays'" youth.**

    a. advertise through television - involving more than one agency and more than one program (through an interagency council).

    b. upgrade brochures, etc. - target just to teens.

    c. have Channel 2 & 7 television commercials of "Hello Calgary" focus on youth.

    d. ensure quality programs so word-of-mouth acts as a catalyst.

    e. T.V. promotion should be general in nature e.g. how Fitness Canada's rock video promotes fitness in teens.

    f. if teens are watching so much television and listening to the radio then use these forms of media to promote programs.

    g. wholesale selling of programs for youth to both youth and parents for support and success.

h. marketing strategies have to be professional, glitzy, trendy and colourful to appeal to teens.

i. use the aerobics campaign (Crystal Lite) to sponsor time to promote fitness to teens.

j. develop 'Teen Way' (similar to United Way) to round up finances for multi-media advertising.

k. do direct mailing to past participants.

l. develop a youth/teen slide-tape presentation which can be used for school presentations.

m. involve enthusiastic youth in the promotion of programs because they are seen as peers as well as word of mouth is the main method that teens discover programs.

n. priority must be given to allocating funds for marketing youth programs.

o. do promotions to recognized groups.

p. marketing strategies directed at promoting youth involvement have to change significantly e.g. need to use rock videos, use professional sport leaders, entertainers, local rock stars.

q. need a "participation" style campaign designed to promote youth involvement in recreation and fitness to be developed. (Should be trendy, look for corporate sponsor).

12. **Investigation into the need for and development of regional activities, programs, facilities for youth.**

a. establish a regional drop-in centre.

b. offer more specialized, expensive, lower interest, etc. type programs regional rather than per community to ensure higher participation rates as well as to have the time and money to ensure excellent quality programs instead of more programs of lesser quality.

ADULT RECREATION: FIVE YEAR STRATEGY

1. **Use Further Education Council more effectively (expanding mandate if required to include the following).**
   - a. more effective representation from various sections of the Department or Agencies.
   - b. insure that all agencies are aware of what the F.E.C. mandate is and the lines of communication.
   - c. agencies and Parks/Recreation to assist F.E.C. identify it's potential e.g. joint computer data base for public, etc.
   - d. to cooperatively promote the awareness of what leisure opportunities are available.
   - e. to cooperatively promote the value of the activity.
   - f. cooperative marketing.
   - g. programming/service considerations.
2. **Ensure that programs meeting the needs/wants of the Adult Age Groupings are available.**
   - a. develop progressive programming.
   - b. provide quality instruction.
   - c. provide opportunity for instructor and participant program evaluation.
   - d. provide seven days/week programming.
   - e. be sensitive to fads or trends.
   - f. ensure that introductory skill development programs are uninhibited.
   - g. develop and use program evaluation to access the needs and interests of the adult client.
   - h. provide more drop-in programs.
   - i. ensure programs have a social component.
3. **Develop and implement an effective marketing strategy which meets the needs and wants of Calgary's adult leisure providers and clients.**

a. develop a professional marketing plan which will be checked and revised on a regular basis.

b. create an awareness with different agencies and Parks/Recreation sections that a marketing plan is needed.

c. do market research on the most effective methods of developing awareness.

d. need for more effective advertising of leisure opportunities.

e. provide agency and Parks/Recreation staff with training opportunities on how to effectively promote programs/services.

f. make sure "marketing staff" are a service to front line staff.

g. identify specific adult age groupings for marketing purposes.

h. identify relevant vehicles for the delivery of specific advertising campaigns.

4. **Place emphasis on Leisure Education.**

a. ensure that there is a leisure education component in all programs.

b. advertise the benefits of leisure opportunities.

c. add a "particip-Action" type campaign to marketing plan.

d. advertise leisure opportunities beyond programs - promotion of parks, pathways, etc.

e. use City utility bills as a means to educate public.

f. provide pre-retirement programs with a "leisure education" component.

g. educate employers on how to deliver the leisure education component of a pre-retirement program.

h. educate client group on leisure opportunities available.

i. educate and encourage adults to develop self-directed leisure opportunities for self and others.

GOALS AND STRATEGIES - RECREATION FOR ADULTS

1. **Leisure providers should plan, package and promote their programs and/or services to target specific age groupings of the adult market**

    a. Women 40-65 years of age have less responsibility than every before. Many of their needs are met through the social aspects of a program. Therefore the social aspects of a program should be highlighted when marketing for this age group.

    b. The key is on activity and trends for the 18-23 year olds. Marketing for this specific age group should reflect this.

    c. Suggested age groupings for the adult population:

        18-23
        24-34
        35-45
        45-55
        55-75
        75 and over

2. **To promote the awareness of what leisure opportunities are available to the adult client group.**

    a. review alternatives for interagency marketing and promotion.

    b. introduce "passport to recreation/leisure opportunities" for new and established Calgarians.

    c. develop a catalogue of leisure opportunities and support services which would be published in the "Yellow Pages".

    d. to promote awareness of FREE and unorganized leisure opportunities as well as programs.

    e. search out corporate sponsors for funding.

    f. develop a catchy, generic theme.

    g. develop a range of ads: bus posters, radio, T.V., billboards, etc.

    h. target market the self-directed recreation opportunities in Calgary.

    i. develop plans to improve signage for facilities and parks.

j. decrease the quality of, e.g., bicycle maps in order to improve the distribution volume of such information.

k. list be activity in the telephone book agencies that provide the service as well as places to go for self-directed participation.

l. specifically identify a vehicle for making adults in the downtown core more aware of leisure opportunities and the value of participating.

m. to develop an effective distribution system for information on what fitness/health activities are available.

n. specifically market 'social' opportunities that exist in Calgary and how people can become involved.

3. **Programming Considerations - As leisure providers ensure that our planning:**

a. provides opportunity for socialization

- promotes the social aspects of programs

b. is sensitive to fads and trends

- take into consideration leisure trends when programming or facility planning e.g. increase golf opportunities
- be sensitive to clothing fashion trends

c. makes jogging/running/walking areas safer.

d. provides programming which accommodates adults with children.

- offer adult programs at the same time and at the same location as childrens programs
- offer baby-sitting for those programs/courses which are targeted for adults 25-40 years (in the same building)
- offer more drop-in leisure activities for adults on weekday evenings and provide free baby-sitting services

e. has it's first emphasis on introductory programs.

f. provides progressive programming to help keep people involved for a longer period of time. (A good example is the progressive classes for swimming from beginner to ward of merit, etc.).

g. provides more activities (organized, unorganized for single adults/ single parents.

- provide programs on holidays and during holiday times

h. accommodates people with shift work or other commitments, organized and unorganized activities should be offered seven days/week.

- provides weekend programming for individuals and families
- provide Sunday evening opportunities

i. increases the volume of distribution of tools which promote self-directed activities e.g. cycle route maps.

j. offers more opportunities for adults to get involved in recreational team sports to varied activities.

k. ensure a high quality of instruction both in terms of content and instruction.

l. provides the opportunity for participants and instructors to evaluate the program/course.

m. provides for on-going in-service training for instructors/teachers/leaders/facilitators.

4. Develop programs which meet the needs of the various adult age groupings and classifications (male/female, single/married, etc.)

a. give incentives like 'two for one' to encourage people to seek out each other to participate with (identified need, someone to do it with).

b. provide more organized outdoor activities for Calgarians.

c. coed activities as well as separate programs just for men as well as ones offered just for women.

d. offer pot pourri programs which introduce the participants to a number of activities, parks, facilities with the intent is to encourage them to become more self-directed in this leisure pursuits after exposure.

e. offer more exercise-oriented activities for the 45+ age group.

f. referral system for agencies to transfer queries to other agencies where needs can be met.

5. To encourage employers to provide pre-retirement programs (including leisure education section) and to "buy-in" to leisure (providing opportunity to fitness and leisure programs).

a. promote the benefits to company and employee.

b. promotion of leisure planning and opportunities.

c. provide flex time to allow for employee participation.

d. provide corporate rates at facilities, fitness centres, art centres, etc.

e. to actively pursue co-sponsorship for pre-retirement planning and counselling programs.

f. provide a try before you buy promotion.

g. for Parks/Recreation Department and other "Leisure/Recreation" agencies or providers to be an example to other employers and provide leisure opportunities to their employees.

   o offer programs at the times and places which are convenient for their employees.

   o offer employee fitness programs at reduced rates

6. **Emphasize and market the benefits of leisure participation.**

a. emphasis the benefits such as release of tension, sense of accomplishment, improvement of physical and mental health etc. in hopes of increasing the value people place on leisure participation that it has a lot to offer in addition to fun. That is important!

b. through a "leisure" page in the health

c. through "leisure" spots on radio and television

d. through a "leisure hot-line"

e. through the coordinated efforts of all leisure/recreation providers.

7. **To develop an inter-agency committee.**

a. to meet regularly to discuss what opportunities are available and how to make people aware of them.

b. to develop strategies to achieve a lot of the stated goals.

c. to provide professional development of managers and front line staff.

d. to commit to review alternatives for inter-agency cooperation in program/service promotion (task force).

e. to coordinate the market research program.

f. for the Parks/Recreation Department to call a meeting of agencies/leisure providers to discuss forming an inter-agency committee; need for one, what for, manner of operation, etc.

8. **Increase participation and frequency of participation in leisure activities.**

   a. promote walking, educate the public of it's benefits and who can participate (young to old, beginner to advanced) - do this through the development of maps, more and safer walkways, guided tours, etc.

   b. develop a passport to leisure opportunities (including facility passes, information on parks to visit and what they can do there, passes to drop-in programs, etc. at an affordable introductory fee).

   c. target programs to specific groups:

      - 18-24 year olds
      - women aged 40-65 years
      - those 75 years plus
      - low income people

   d. target the marketing of specific programs to meet specific needs, e.g. promotes fitness, come out and meet new friends, etc.

   e. awareness of activities, e.g. listing of where activities are available in the telephone book.

   f. offer a greater variety of opportunities through better coordination of offerings and attempting to avoid un-needed duplication.

9. **Provide programs/services which have uninhibited structure, operation, scheduling, and environment.**

   a. by providing easy opportunity for individuals to start leisure activities by offering drop-in programs, "bring a friend" day for those in organized programs, family activity days where Mom, Dad and the kids ar all offered something they like to do, etc.

   b. offer more drop-in programs - not limiting them to physical activities e.g. theatre, art classes, lectures, etc.

   c. make it possible to try a new activity/sport with little commitment, away from observers and with a very friendly and encouraging staff.

   d. drop-in facility usage 24 hours/day.

e. strive for an environment that encourages the independent learner, e.g. use of instruction boards, suggestion boards, promote areas which can not be observed by spectators, have easy access to use of equipment, etc.

f. develop a fee structure for those people wanting to use facility for change area e.g. runners who use pathway.

g. to promote more recreational teamsports e.g. drop-in volleyball, basketball.

10. **Coordinate marketing and information distribution (too must competition and not enough cooperation).**

a. collect program information four times per year and have a Leisure Hotline that is advertised for the public to call in for information on any program/service/activity.

b. coordinate marketing with Calgary Further Education Council, available to all public via computer.

c. make better use of existing publications e.g. Community Association Newsletter.

d. routine meetings with Leisure Learning,School Board, Facilities to coordinate and distribute information. Instead of pamphlets go to a magazine format with articles as well as registration information (could have sponsors).

e. coordination of marketing and information distribution through an inter-agency committee.

11. **Ensure that the disadvantaged are served.***

* Being dealt with already by the Department - no strategies developed.

12. **To focus on leisure education.**

a. offer career-life planning to young adults with a strong leisure component.

b. start with the leisure education at the elementary school level and continue through.

c. train and encourage individuals to plan their own organized and unorganized leisure involvements.

d. provide leisure education through existing programs, e.g. give information on where they can continue to ballroom dance, where they can purchase supplies for their new learned craft, or where they can go to join a club or organization, etc.

e. educate people as to how their leisure lifestyle can improve their total lifestyle.

f. place focus on installing an active leisure culture, with the most time, money, and effort directed to youth.

g. work to change attitudes towards learning and having new experiences.

13. **Leisure/Recreation/Education is a business and it takes a business approach to make it successful.**

a. by evaluating the effectiveness of staff and their ideas, their work.

14. **To develop marketing plans.**

a. different marketing and program approach needs to be developed for each age group within the adult range. Individual program marketing plan as opposed to one plan for all. Target marketing based on City demographic differences by district/community.

b. to ensure that our marketing ("advertising") dollars are spent far more effectively.

c. establish a well rounded marketing/advertising section with a high profile; establish a budget.

d. Parks/Recreation Department to coordinate a task force to work on a 5 year marketing plan.

15. **To develop an awareness program; a "Particip-Action" type marketing program.**

a. a passport of leisure activities with 'Welcome Wagon' to new Calgarians.

b. Parks/Recreation should provide consumer awareness - what constitutes a good program?

c. coordinate a leisure/recreation opportunity section in phone book and market.

d. provide a telephone number where consumer information about fitness and leisure is available.

16. **To effectively use existing research data and to do more research to fill in the gaps.**

a. need to do market research on the most effective methods of developing an awareness.

b. need to do more research on those who have reported that they are not active; what are they doing?

c. use data to develop marketing. Strategies must use Market Research to sell your product. This is a business approach.

d. Parks/Recreation Department to coordinate; research all available data, do more research which can be of use to all agencies.

e. Parks/Recreation Department should do market research which is made available to all leisure providers.

SENIOR CITIZEN RECREATION: FIVE YEAR STRATEGY

1. Do continued research and gather information/resources as required by the leisure providers for senior citizen programs/services.

    a. one goal is to "Develop a communications system amongst leisure providers for senior citizens to manifest support for participation". A committee or task force should be formed from this group to ensure that number one is achieved.

    b. develop an inventory of leisure opportunities available to individuals: 55-64 years of age and 65+ years of age.

2. To provide programs/courses on Leisure Education and Leisure Counseling as well as incorporate this information into existing programs. (Pre-retirement courses, leisure interest courses, etc.).

3. Programming

    Provide new, innovative non-traditional programs/opportunities:

    a. provide programs which develop skills/interests that one can do at home.

    b. provide learning and enrichment programs.

    c. provide leisure opportunities outside of senior centres.

    d. move towards grouping based on level of activity and interest instead of age groupings.

    e. provide activities which connect past experiences to future (transfer of skills).

    f. provide and promote inter-generational programs/opportunities.

    g. offer more un-structured leisure opportunities.

    h. program in time frames other than traditional "daytime".

4. To do long range planning to prepare for the projected number of citizens that will be retired.

GOALS AND STRATEGIES - RECREATION FOR SENIOR CITIZENS (65+)

1. **Do continued research and gather information/resources as required by the leisure providers for senior citizen programs/services.**

   a. join forces with University, etc.; other such organizations.

   b. develop a computer program to house data; providing opportunities for easy access of data.

   c. utilize network (communication) system to collect data and keep updated.

   d. make information system computer compatible and highly available.

   e. make research that has been done accessible through publication of what research has been done, what it contains, and where to access it.

   f. first step is to create an interagency network so this information is accessible. Then have an organizing body compile information and report. Don't forget institutionalized seniors.

   g. apply to Senior Citizen's Secretariat for a research grant to find out the "why's" of seniors' participation barrier, etc.

   h. to form a task force committee to design an accurate survey which will answer the necessary questions. (e.g. Why?).

   IDENTIFIED QUESTIONS:

   - why are 3x more expressive courses taken compared to adjustment courses and yet adjustment courses are higher ranked in interest?
   - nee more information on later stage - socio-psychological profile.
   - need more information on what is meant by, and where, seniors participate in creative passive activities.
   - need to do research on the 55-64 age group: how many in this age group in Calgary? How many are retired? What are their leisure interests?
   - what are they doing at home? Establish why leisure is conducted at home and what types of leisure is pursued; outside of home, with friends, etc.
   - require more information on the 80+ age group.
   - require more information on seniors with limited abilities.

- need an inventory as to what participants are doing to seek enjoyment, socializing, stimulating the mind and activating the body.

2. **Need to provide programs/courses on leisure education and leisure counseling as well as incorporate this information into existing programs. (Pre-retirement courses, leisure interest courses, etc.).**

   a. train more department staff in leisure counselling in general and specifically to work with seniors.

   b. the Parks/Recreation Department should develop a leisure education/counselling module that would be sent to every group/organization offering pre-retirement courses.

   c. give information out at existing programs/opportunities such as: where they can continue to do the activity, where they can buy the program equipment/supplies, names and phone numbers of others in the class so they have some people to continue the activity with, etc.

   d. work with colleges, universities, adult leisure learning, to have them provide leisure education and leisure counselling courses for the leisure providers.

   e. investigate the feasibility of developing video programs of leisure education and leisure activities.

   f. set up a course for seniors on leisure education; philosophy, opportunities available, how to access them, etc.

   g. ACCESS Television is an excellent medium for providing leisure education programs. Parks/Recreation should also be providing leisure education courses, or co-sponsoring with groups to do them.

   h. To determine the need for leisure education and leisure counseling through a survey. To determine how best to meet these needs.

   i. like other groups, seniors must realize the connection between health and fitness. Should educate seniors that "fitness" is not just doing exercises. Need to show them the value of all kinds of activities and what each one has to offer.

3. **Work towards providing programs/services to ensure opportunity and participation in activities in all areas: social, physical, emotional, mental, cultural, creative.**

   a. utilize existing research and information to determine appropriate programs.

b. access and evaluate present programs in each area to determine if programming adequately/not, covers all areas.

c. identify under developed areas of programming through #1; provide programs based on needs expressed in research.

d. as program providers, be more aware of the matrix and attempt to cover all areas - utilize existing resources to delegate opportunity potentials.

e. facilitate communication and coordination between leisure providers to avoid duplication and fill voids/gaps.

f. ensure balance is maintained by keeping track of programs/services and categorizing them.

g. provide programs that will be a follow through of the leisure education and counselling courses e.g. exploratory courses, less structured, non-traditional leisure opportunities. Conduct program evaluations/user satisfaction surveys and continue to monitor the effectiveness of the program.

4. **Encourage a greater percentage of seniors to begin or increase frequency of participation in leisure pursuits.**

   a. ensure that barriers are eliminated: lack of awareness of opportunities, transportation, lack of someone to go with, lack of funds, etc.

   b. to improve advertising, for example brochures: ensure large print, that they are attractive and appealing to seniors, that they are well indexed, etc.

   c. develop a comprehensive marketing plan (e.g. brochure - T.V.), to enable those in need of service a comfortable and easy way to get involved.

   d. provide more unstructured programs.

   e. develop co-operative relationships with other professionals (e.g. doctors, physiotherapists, occupational therapists, social workers, etc.) involved with seniors, in order to educate seniors to the benefits of participation and the opportunities available.

   f. market the best available leisure pursuits to the non-participating majority. Use the participating group as a good example.

   g. through a massive public relations campaign e.g. "Participaction" like campaign.

   h. encourage public visibility by existing active senior groups, organizations, agencies. Demonstrate involvement through action.

i. #12 to follow, is a strategy for #4.

j. to increase the participation of seniors so that 75% participate in a leisure/recreation activity at least twice/week.

k. deep rooted fears/self conscious - leisure education will aid with this concern. Can we provide support services?

l. provide creative-passive activities, and fitness programs by a different mode - television.

5. **To provide assistance and information to groups, centres, agencies, organizations on how to market their programs/services.**

a. employ an expert in marketing to assist all agencies to develop a unified approach to selling (marketing) the leisure services provided.

b. develop information systems such as courses, workshops, brochures, manuals, which provide ideas, format, implementation guidelines, marketing strategies, etc.

c. Parks/Recreation Department to provide a staff person who is a "marketing expert" who can work just helping groups/organizations that are providing leisure to senior citizen groups (support service).

d. then advertise the fact that information and help is available from us. e.g. run constantly a "classified ad" with our information phone number.

e. tie in developing agencies/groups marketing plans with a Department marketing plan in order that the markets' needs are met overall.

f. Parks/Recreation's marketing section to provide workshops on "how to market programs/services/facilities".

g. set up a computer inventory on all seniors groups and centres along with a profile of each, which is made accessible to the public.

h. have the senior centres offer open houses and special events during one week and promote this.

i. involve senior centre staff/boards in sessions on how to market their centre.

j. ensure that:

- all printed material is in large print
- that all advertising makes good use of pictures
- that all spoken information is on a loud, clear voice

   k. mail out brochures to be delivered to senior centres, apartments, residences, lodges, etc.

   l. use the publication "Good Times" for getting to the seniors.

6. **Provide leisure programs/services which meet the needs of special groups (e.g. cultural groups, males, "work ethic" inclined, etc.**

   a. when doing a survey to research needs of seniors, zero into these populations to specifically determine what the needs are of special groups. Then to offer appropriate programs based on survey.

   b. number 6 is a strategy for number 3.

   c. develop special pre-retirement programs directed at the "work ethic" inclined.

   d. concentrate on providing specific programs based on input from the special groups. Find out what it is that is lacking and how they wish to resolve it.

   e. more education and research on how to identify and meet the needs of special groups.

   f. look at retired men differently from women.

7. **To make greater use of Senior Citizens as volunteers.**

   a. seniors as well as anyone else require due recognition for efforts - develop a recognition program.

   b. obtain input from seniors as to where their volunteer interests are.

   c. through Parks/Recreation Department, volunteer section, expand recruitment and training to specifically target senior citizens to do volunteer work with all age groups. Work with Senior Citizen Central Council.

   d. to train seniors as volunteers in a variety of capacities.

   e. facilitate the establishment of a Senior Citizens' Volunteer Committee and provide leadership training.

   f. conduct a survey with seniors to determine the amount of responsibility they would like to assume.

   g. based on survey information, develop and provide a volunteer package and/or course - "how to use senior citizen volunteers to their maximum potential".

h. develop a high profile marketing strategy advertising the need for and range of volunteer opportunities.

i. educate paid staff to realize benefits of having volunteers.

j. educate volunteers to the needs of the organization/staff for long term commitment and ability to "fit" the organizations' system.

k. provide training opportunities where they can:

  o develop teaching skills so they can share their talents e.g. craft, singing, etc.

  o develop executive skills e.g. treasurer, secretary, president, etc. so they feel more comfortable, confident about accepting such a volunteer position.

8. **To change the "image" of growing old, the stigma of senior centres, etc. to be more positive.**

a. through a "Particip-Action" like marketing program, work at changing or influencing a change in attitude.

b. use performing and visual arts to present a healthy image of aging.

c. get help from the artistic community. Define the need and work on strategies with the people dedicated to 'communicating the ideals'.

d. use promotional material that is fun and humerous.

e. hold open houses at hospitals, centres, manors.

f. encourage positive involvement from public and staff in hospitals, centres, etc.

g. encourage community interaction e.g. Adopt-A-Grandparent.

h. use of marketing techniques that implies that getting older makes you better and that play is for everyone.

i. consult with artists, artists' groups, university faculties, etc. as how we can all work together to portray our elders as wise, useful.

j. changing image of seniors and not labelling them is imperative. Most importantly bring this issue to the attention of leisure service providers . . . it is they, that will be able to implement this change.

k. need to examine the use of terminology such as "senior citizens" versus "third age". "Third age" is more dignified and an integrative reference to the age group.

l. change the "image" not the name.

m. some seniors don't want to be with old people and feel old. Open some seniors' activities to younger people.

n. emphasize the need to dispel stigma of "seniors" centre classification to "community centre" concept e.g. Golden Age Club has an associate membership for those 45-60 years and a full membership for those 60+.

9. To do long range planning to prepare for the projected number of citizens that will be retired.

a. Corporate Resources should be asked to prepare a projected Civic Census of how many seniors there will be each year for the next 10-15 years.

b. access and use experts who can predict social trends, attitudes, population percentages, etc.

c. lower target group to 55/60 years.

d. continuation of strategy workshops like this one (the workshop where this material was developed).

e. see if the University can join the group regarding the set up of long range planning (regarding content and quantity).

f. to develop a better understanding of leisure interests of retired people through research and communication system.

g. look at leisure/lifestyle patterns of 45-64 age group (those who will be the retired population in the future) and use this information for long range planning.

h. research the potential impacts that the growth of seniors will have on the leisure/recreation systems. Now.

i. look at the future trends of population 55+ e.g. dollars required, type of recreation/leisure programming.

10. Encourage greater participation outside of home (e.g. deal with transportation barrier).

a. address the elimination of identified "barriers" to participation.

b. lobby Government and other bodies to increase and hire recreation personnel to work with seniors in the elimination of barriers and encouraging participation.

c. establish an accessible alternative to transportation that is also affordable.

d. establish a home help service for those requiring assistance outside of the home (working with interagencies).

e. encourage carpooling or activities that incorporate 'bring a friend or partner, meet a friend' program/service level.

f. require leisure counsellors to work with the homebound (whether due to a disability or attitude).

g. provision of outreach programs - friendly, personal invitation to participate in programs.

h. determine if population is happy to be at home. If so, use of television medium for programming. If not happy at home, providing the information/means to get out.

i. after consulting services in the area of leisure counselling on an individual basis.

j. research reasons why they are staying home.

k. educate them of the benefits of participating outside the home.

11. **Provide greater resources for seniors not capable of participation on their own.**

a. develop a seniors-helping-seniors program/service.

b. develop and implement recreation centres which can meet and deal with the special needs of the disabled senior.

c. utilization of volunteers in a home help setting - (interagency pooling) support services.

d. companionship program - develop a support service for seniors.

e. require leisure counsellors to work with the homebound (whether due to adisability or attitude).

f. refer to strategies under #10.

g. work on areas for increased funding.

h. greater utilization of existing resources.

12. **PROGRAMMING: Provide new, innovative, non-traditional programs/opportunities:**

A. provide programs which develop skills/interests that one can do at home.

B. provide learning and enrichment programs.

C. provide leisure opportunities outside of senior centres.

D. move towards grouping based on level of activity and interest instead of age groupings.

E. promote activities which connect past experiences to future (transfer of skills).

F. provide and promote inter-generational programs/opportunities.

G. offer more un-structured leisure opportunities.

H. program in time frames other than traditional "day-time".

a. encourage grandparents involvement in family programs/special events.

b. have a meeting such as the workshop which developed this information, on a regular basis to work on each of the above objectives one goal at a time.

c. emphasize programs within the "communities" that seniors live e.g. apartments, nursing homes, at facilities within walking distance.

d. try programs at night and on weekends; maybe on a more casual basis initially.

e. provide one day workshops to introduce activities.

f. continue to offer new activities to seniors.

g. increase the number of drop-in programs.

h. provide club type activities for evenings and weekends.

i. provide programs/special events on all holidays.

j. provide more life-skills programs: e.g. cooking for one, the Calgary Transit System, support services available, fun places in Calgary.

k. offer more "coping" courses. If not in recreation mandate, encourage/co-sponsor with other agencies.

l. Universities need to look at offering a degree in gyratology (certificate course starting this year at University of Calgary).

13. Develop a communications system amongst leisure providers for senior citizens to manifest support for participation.

a. Parks/Recreation Department to facilitate/ensure that a networking system is developed and maintained.

b. develop a steering committee to work on establishing meetings, information papers/journals, etc.

c. develop through strategy meetings like this with interagencies (like the one which developed this information) - form sub-committees/task forces to achieve specific tasks.

d. through a newsletter.

e. if staff resources are available, very desirable.

f. there are many different communication/networking systems in senior services e.g. Senior Citizens Council, Senior Centre Coordinators, TRAC, etc. Should all get together once or twice a year for communication.

g. host quarterly meetings to develop strategies for program development amongst community (etc.) contacts (interagency) for the purpose of sharing ideas, ways, means - to include professionals and some well informed seniors (such as Sid Grimsley working in the field).

14. Develop an inventory of leisure opportunities available to individuals: - 55-64 years, 65+.

a. Parks/Recreation to facilitate/coordinate and find funding for a resource book to be published and mailed to every citizen over 55 once per year.

b. to provide more information on opportunities. Have brochures available in many places. Be prepared to spend the money to make people aware of opportunities, even if we do fewer things.

c. to find dollars (grants/co-sponsorship) to provide resource materials; books, tapes, records, videos - available through public libraries, recreation offices, senior centres, etc.

d. incorporate into an accessible computer program - computerized inventory of leisure opportunities.

e. hire a person through a grant or get a practicum student to collect and computerize data. Keep updated.

f. utilize an existing seniors oriented publication (e.g. Good Times) to get information to seniors.

15. To improve and focus on the quality of programming.

a. Parks/Recreation to write, publish and distribute a 'program evaluation manual'.

b. maintain open and candid input from participants.

c. help participants plan for themselves rather than plan for them.

d. ask seniors, on a continual basis, for their feedback through written evaluations and/or public forums.

e. work together with facilities that already attract seniors in order to improve what is available to them.

f. work on justifying quality areas of low numbers, selected programming, high resource ratio's, etc.

FAMILY RECREATION: FIVE-YEAR STRATEGY

Thirteen goals and related strategies have been developed to assist in further development of family receation opportunities in Calgary (attached). It is strongly recommended that senior representatives from each of the agencies involved in this initial work meet and review the overall approach suggested below.

1. **Establish an interagency task force**

   Establish an Interagency Family Recreation Task Force committed to cooperative effort on goals 1, 2, 4 and 12:

   a. to increase our understanding of family leisure interests

   b. to encourage agencies to increase the number of family recreation programs offered

   c. to develop a "Participaction' style family leisure education and motivation program

   d. to improve marketing of family activities/opportunities.

2. **Develop a 5-Year Program Gradually Encompassing Major Market Segments**

   The Task Force to plan and commit the resources necessary to further the objectives outined above, with a special focus on one market segment per year:

   a. Year 1 - the nuclear family with primary school aged children

   b. Year 2 - add families with pre-school children

   c. Year 3 - add single parent families (and estranged/visiting parent)

   d. Year 4 - add families with teen aged children

   e. Year 5 - add grandparent/grandchild focus.

3. **Each Agency to Increase Emphasis Placed on Family Recreation**

   Use all data and ideas provided to further address family interests and needs. A commitment to plan/work together and to share resources between agencies is assumed.

   Progress to be shared/monitored through the interagency Family Recreation Task Force.

GOALS AND STRATEGIES - RECREATION FOR FAMILIES

1. **To increase our understanding of family leisure interests.**

   a. ensure that staff and volunteers take the time to speak to family users of facilities and programs to get first hand feedback/information on likes, dislikes and preferences

   b. host focus groups - users and non-users to generally discuss needs/wants and comment on services currently available (a group for each type of family - e.g. nuclear, single parent)

   c. surveys of both users and non-users using quota sample approach to get representation from all types of families

   d. U of C grad student study of non-users to better understand reasons for non-participation

   e. set up formal monitoring system to ensure that research and info. related to family recreation is discovered and distributed

   f. family workshop for recreation professionals (awareness and training)

   g. develop a multi-agency task force to conduct general PR activities and to stimulate program development.

2. **To encourage agencies to increase the number of family recreation programs offered (for entire family and concurrent sessions for individual family members).**

   a. see family workshop and family task force recommendations above

   b. identify and review existing opportunities for families; build on those before developing more

   c. encourage agencies to automatically plan concurrent programs for adults when developing opportunities for children and youth

   d. plan a special 'Leisure Forum' on family recreation

   e. prepare a professional presentation on family recreation - make it available for staff training and organizational development workshops

   f. develop an awareness package (written material) for agencies and staff involved in program development - include statistics showing size of market, statements of need, programming concepts and examples, other marketing strategies (e.g. price, promotion, place, position)

g. increase subsidy from Parks/Recreation Department for programs that involve family unit

h. protect a percentage of cosponsored funds (P/R Dept.) for family programming

i. City to show by example (demonstration programs, fee schedules, etc.)

3. **To support and further encourage those families already involved in family recreation.**

a. emphasize service and customer relations - make the user families feel welcome and cared for

b. focus groups of user families to involve them in improving the service

c. reduced fees for families at facilities AND for program admission

d. involve families (current users) in planning events, in teaching or running a program - best way to determine what they really want

e. celebrate family participation: e.g. family appreciation days, pick and promote 'recreating family of the week', special events

f. bumper sticker campaign with radio station - family recreators get stickers and are eligible to be spotted and get prizes (also a promotion of concept)

g. family recreation passport - coupons and information to encourage additional activities

h. free introductory passes to other facilities when a family is seen participating together (reward and encourage broader interests)

i. more cooperative family events involving two or more agencies (e.g. Fitnics)

j. monthly newsletter and/or newpaper column (similar to Arts Calendar) promoting family opportunities - could be cosponsored by FLEC, Fathers Alta, Big Brothers, City, etc.

4. **To develop a 'Participaction' style family leisure education and motivation program.**

a. develop a marketing plan (similar to Participaction approach: awareness, first steps, education/regular activity, reinforcement) that targets the 50% of families that recreate together less than once per month

b. find sponsor (agencies, corporations, provincial government) to permit first class promotion of concept of family recreation

c. develop leisure education opportunities for families

d. distribute a 'family leisure ideas' pamphlet to every primary school student one Friday per month

e. family leisure opportunity column in newspaper

f. develop 'family night out' programs from 5:30 to 8 pm weekdays (include light meals)

g. concentrate on families with children 9-12 in an effort to develop family participation patterns that will survive the early teen years when the child strives for independence (turns back on family)

h. develop a family recreation theme and/or logo that could be used by all interested and involved agencies

i. perks and gimmicks that proudly announce that 'I recreated with my family today' (buttons, hats, shirts)

j. city-wide family fun day (annual or quarterly) with all agencies participating

k. cooperative program with school boards to educate children and youth as to benefits of family and family recreation

l. general PR to stress benefits to parents (and child) of family participation

m. travel demo to talk to parents during spectator periods (e.g. child playing hockey, soccer, at art class).

5. **To encourage a broad definition of 'family' and to address the needs of each family market segment:**

   families with no children (no plans & 'empty nesters')

   families with very young children

   families with children aged 5-12

   families with teen-aged children

   single parent families

   estranged/separated parents (visiting child)

grandparents/grandchild.

5.1 Families with no children (no plans & 'empty nesters')

to be marketed through adult opportunities with some awareness of unique needs of 'empty nesters' in period after children leave home.

5.2 Families with very young children

a. offer leisure education classes for parents (e.g. how to play with your children)

b. programs that involve parents in assisting and therefore learning how to direct and support their child's recreation and development needs (e.g. parents' night, parents volunteer/assist, parent/tot approaches, parent joins in at end of lesson/program for play period)

c. more concurrent programs and/or adult programs that provide baby-sitting (a social and skill development opportunity for kids) to get families out together but also provide relief for the full-time parent

d. continue day-care into evening for working parents

e. grandparent and child programs to provide relief for full-time parent as well as opportunity for participants

f. play skills with Dad on Saturday mornings (fathers often not tuned-in to child and his/her needs in early years - needs opportunity and help)

g. short programs, unstructured and/or drop-in programs, special events to encourage first steps and use parents as primary resource

h. protect more prime-time opportunities for parents with young children (e.g. 5:30 to 7 pm)

i. more cosponsored programs with day-care programs.

5.3 Families with children 5-12

a. provide after school and weekend programs for families

b. more concurrent programs and/or adult programs that provide child care

c. father and child special events and programs

d. weekend special events and programs

e. encourage groups currently dealing with this age group (e.g. cubs, brownies) to involve families more

f. more passive and informal green-space for family outings and play

g. joint promotion of family recreation with school boards

h. work with parent-teacher groups and community schools to run extra-curricular programs at primary schools (involving working parent later on) - staffed by parent volunteers

i. family outing series (Saturdays) - a resource person helps families plan and implement special days; intent is to help families take first steps and develop skills so that they can carry on independently after

j. family clubs

k. family rates; keep programs affordable

l. more family gym/swim times

m. special Saturday programs where a number of different activities can be tried on same day at same place (family oriented).

5.4 Families with teen-aged children

a. parent awareness programs stressing unique challenge of this age mix (part of leisure education programs described above)

b. information packet suggesting techniques for involving teens in family activity (e.g. take turns planning activity, parents, take on a challenge activity together, learn a new skill together, parents 'tag along' following teens interests - support rather than redirect, etc.)

c. a formal 'TEEN-PARENT CHALLENGE' sponsored by a teen radio station: a passport of ideas and coupons with awards/prizes for families that meet the challenge by participating together - e.g. eligible for a draw for family pass, trip, etc.)

d. special events taking advantage of latest interests of fads that also involve family (e.g. breakdance, bmx, skateboarding demos/lessons/party)

e. outdoor (adventure) programs for parents and teens

f. special classes to train parents to 'keep up' with teens (e.g. skills, fitness, counselling, group discussion)

g. family clubs (e.g. skiing, hiking, climbing)

h. encourage parents to become volunteers in whatever activities teen is involved in

i. dad/son teams (e.g. basketball, volleyball) to complement school physical education and extra-curricular programs

j. competitive sport events involving families at major facilities

k. teens teach parents a skill

l. teens plan program involving parents (perhaps at end of a regular teen program).

5.5 Single-Parent Families

a. special family rates for single-parent family (e.g. only one adult participating)

b. subsidies for single-parent families that are below 'poverty line'

c. encourage barter system, exchanging volunteer hours for fees

d. evening babysitting linked to programs (both to give parent a chance to recreate and to permit parent and older child to participate)

e. after school programs for 'latch-key children', with parent joining in at least once per week for a light meal and early evening program (with children or with other parents)

f. set up programs that offer interaction with adults of opposite sex to single parent (an informal Parents-Without-Partners or Big-Brothers approach)

g. cosponsor programs with groups like PWP, Big Brothers, Singles Council, etc.

h. be aware of single parent families at family-oriented events (e.g. dad and son three-legged race may cut-out some sons)

i. concurrent programming (parent and child can pursue own interests at same time and place)

j. special discounts for regular participation as family unit

5.6 Estranged/Separated Parents (visiting child)

a. passport with ideas and coupons to help estranged parents to become more aware of opportunities that can exist

b. special 'Outing Series' - half day events every 2nd week planned with Dads and children in mind (registration for each independently)

c. special parent child events at major facilities

d. special weekend fun packages (e.g. include facility passes, movie pass, a special program, idea book)

e. concurrent programming - child has activity while parent engages in own and/or a discussion with others in similar situation

f. weekend adventures (e.g. camping, riding, Drumheller, bike trips on trail system)

g. newsletter to generally promote opportunities for parent visits.

5.7 Grandparents With Grandchildren

a. experimental seniors programs that include children

b. 'gift program' - grandparents buy programs for children, attend some and/or all of session (perhaps special nights)

c. 'skills exchange' - grandparent/grandchild combinations sign up for a mystery skills program where each grandparent takes responsibility for one session/week

d. 'adopt-a-grandparent' or 'adopt-a-grandchild' program at major facilities

e. special passes/fees/coupons for grandparent/grandchild outings

f. special events for this segment

g. comibined fashion shows (old and new)

h. special grandparent days at regular programs (adopt one for the day if yours is not around)

i. encourage senior volunteers, particularly at programs where their grandchildren are involved.

6. **Create opportunities for parents to develop their parenting skills through coached family leisure activity.**

a. expand mom/tot swim concept to all types of programs

b. involve parents in final 1-3 sessions of child's program to prepare them to continue to work with the child in the skill area

c. combine Parent Effectiveness Training program (PET) with a concurrent childs program

d. staff teaching children and or family programs to take PET training to ensure effective instruction/coaching and to provide good demonstrations for watching parents

e. signs and/or pamphlets at parks and playgrounds giving parents tips on how to play with children in that park (outdoor ed., use of playground equipment, field games, etc.)

f. spring clinics for parents re. how to use playground equipment with different aged children - a must every time a new playground is opened (make it a party)

g. informal, drop-in opportunities for parents and children to play together - staff resource available if wanted/needed

h. parent orientations at beginning of programs - some emphasis to how you can help at home (between classes)

i. programs that teach parents the capabilities and interests of each age group - perhaps through community associations

j. parents assist in programs (with training) as coaches, assistant instructors, etc.

k. parent and child playdays - participate together, parent picks up activity and support/teaching ideas

l. travelling playground program - a staff team teaches parent-assisted play techniques (experiential education)

m. emphasize that most participants are part of a family - constantly look for ways to emphasize this and involve other members of family

7. **To ensure access for low-income families (awareness, physical access, financial access, etc.).**

a. to avoid labelling low-income families or individuals - simply offer and emphasize free opportunities or events on a regular basis

b. family leisure ed. column in newspaper to stress cheap and/or free activities

c. ensure that low income areas have quality playgrounds, parks, wading pools, etc. - special events to encourage use

d. provide transportation (inexpensive) to free events, parks, etc. from low-income areas

e. encourage groups currently connected with low income families to emphasize more family programming (perhaps cosponsored) - e.g. Boys and Girls Club

f. assign a recreation worker to accompany a social case worker for a month (armed with passes, etc.) to identify needs and appropriate responses

g. family passes distributed with UIC, welfare and assistance cheques, Alberta Housing, Calgary Housing, etc.

h. barter system to exchange volunteer hours for access/passes

i. street workers - go to low income areas and stimulate interest

j. training/planning sessions with Social Services staff to familiarize them with benefits of leisure and to identify means of stimulating low income families

8. **To stress the benefits of fun and togetherness, but build in the long-term benefits related to fitness, skill development (social, physical).**

a. promote based on fun and togetherness; plan and develop activity or program to address additional long-term benefits as well

b. use CP/RA program/slogan "Together is Better" or "Family that plays together grows together".

c. see goal 4 - Participaction-like approach

d. commission expert teams (developmental psychologists, applied sociologists/social workers, physical educators) to review standard family programs and recommend improvements; perhaps to design demo. programs as well

e. staff training to ensure that they understand holistic human growth and development and have the techniques/skills to implement (e.g. the teachable moment)

f. community family challenges tied to theme weeks like Nutrition Week and Fitness Week

g. parent education and/or orientation re. objectives and techniques of each program offered to the their children

h. enusre that staff have enough time to respond to needs and interests of participants (e.g. longer classes, time between classes, flexible program plan that allows insertions).

9. **Encourage flexible, relatively unstructured approaches.**

see 3.8, 3.9, 4.6, 4.10, 4.13, 5.2.7, 5.6.4.

10. **Encourage adult spectators to get involved (assist or a parallel activity).**

    a. make spectators feel welcome (e.g. coffee, hosts, talk to them to find out how they feel about the program, comfortable seating area)

    b. use name tags, have orientation first day, help parents/watchers get to know each other

    c. assign a staff member or volunteer the task of asking spectators if there is anything they would like to do at the same time, a concurrent program (e.g. fitness class, leisure education, PET session, pick-up gam)

    d. encourage parents watching to volunteer as assistant coaches, spotters, linemen, etc. - offer basic training and support

    e. encourage spectators to evaluate and then offer their services to help improve the program (e.g. as volunteers)

    f. more concurrent programming

    g. give 'volunteer awards' or 'parent good-guy' awards for those that get involved.

11. **Develop more family outdoor activities.**

    expressed family interests often focus on outdoor activities, use this fact in conjunction with recommendations/strategies for all other goal areas

12. **Improve marketing of family activities/opportunities.**

    a. see goal 1 - understand family needs and interests better

    b. see goal 4 - 'Participaction-like' promotion, education and motivation

    c. focus promotion activity on '30 year old housewife' (she often makes decisions for family, children, her own leisure and encourages her husband as well - the key decision-maker and family motivator)

    d. develop and use regular theme (e.g. 'Together is Better') - possibly an inter-agency theme and approach

    e. make first steps as easy as possible (e.g. short time commitment, cheap, accessible, fun, all supplies provided)

    f. focus a promotion campaign on large corporations with large staff (e.g. City of Calgary)

g. family discount fees

h. target marketing for each type of family (see goal 5)

i. more general PR and information.

13. **Increase levels of coordination and cooperation among various agencies involved in family recreation.**

    a. joint sponsorship of goal 4 (Participaction-like campaign) to keep various agencies meeting with family theme up-front

    b. distribute this document to senior staff person and/or president of each group actively involved in family programming and convene a meeting to review recommendations and establish a task force

    c. encourage regular meetings at program level

    d. Leisure Forum session on family recreation

    e. City to increase emphasis placed on cosponsorship (of family programs

    f. cooperative weekly or monthly article in Herald describing family opportunities coming up (all agencies mentioned - share writing)

OTHER 'GOALS'

1. sibling participation
2. small, comfortable groups
3. cost- effectiveness.

APPENDIX P

Impact Of Subsidized City Activities on Community-Run Programs and Facilities

October 1, 1985

Prepared by Planning Section

Leisure Services Delivery Task Force
Parks/Recreation Department
City of Calgary

BACKGROUND

During the 1985 Rates and Fees presentation Council requested a report on the impact of subsidized City programs and facilities on similiar community-run services. Consequently this study was initiated. The purposes of the report are presented accordingly:

- To develop an information package summerizing City and community involvement in the delivery of leisure services.
- To determine the extent of concern about City involvement on the part of other leisure service agencies.

INVESTIGATION

318 organizations and groups have been identified as primary actors within the City of Calgary leisure service delivery system. Athletic and sport, outdoor recreation and natural environment, cultural, disabled, seniors, community associations, educational institutions, and voluntary agencies were included in this listing.

- When taken as a whole all agencies indicate the Department currently has a role in providing direct recreation programs and services and should be slightly more involved.
- When taken as reporting classes, cultural and educational groups feel the Department should be more involved in direct services. Seniors feel Parks/Recreation should be slightly less involved. Community associations feel Departmental involvement should remain the same.
- All agencies feel P/R Department is generally complementary to those provided by other groups but should be more complementary. Educational groups, voluntary agencies and community associations expressed the greatest need for improvement between the current level of complementary service and what it should be.
- All agencies indicated that the level of competition between programs offered by the Department and other groups and agencies was not great but that it should be even less. Those indicating the greatest concern were voluntary agencies and community associations.

It is apparent that the voluntary agencies and the community associations are the groups that feel the greatest sense of competition and impact from City facilities and programs. To further establish the nature of the concern the Department conducted individual interviews of the key agencies within those categories. These included the YMCA, the Boys and Girls Club, the YWCA, Acadia Community Association, the S.E. Family Leisure

Centre and representatives of community associations that operate arenas. In addition calls were made to respondents who had indicated a strong difference between the current level of competition and what they thought it should be.

The feelings expressed in the interviews were primarily a concern related to the unfair advantage of the City of being able to subsidize or not charge a full cost recovery for its operation. The notion of competition itself was not necessarily seen as a negative impact. The lack of cost recovery considerations puts considerable pressure on voluntary and community organizations to compete in price, even though there may be considerable product differentiation. In the case of equal products - arenas - the subsidy rates offered by the City directly impact the ability of community arenas to sell ice time to the same clients and further creates an artifically low expectation of what the fees should be. The following typical quotes express the feelings of these agencies:

> "Why should we pay taxes to support the people in another area of the City to get prime time ice for $35.00 per hour when we must pay $60.00 per hour for our own. We pay taxes that support City Parks/Recreation but are not benefitting from it, but are donating our time and money to create the service in our own community"

> "As long as the City keeps its prices at $35.00 per hour we are unable to raise our price to match our cost recovery needs."

> "Our programs are run on 100% recovery. They are just not run unless we get back the hard costs."

> "Municipal recreation should continue to provide various services, but limit the service that is subsidized or find a better system that still allows an opportunity for the poor and disadvantaged."

> "If the City had to recover 100% of its costs then the situation would be turned around and we (community and voluntary agencies) would have the competitive balance."

> "We understand that when you (City) have a facility that you must make it as marketable as possible. Our concern is that when you subsidize the costs involved (in programming or admissions) then we (voluntary agency) cannot compete on an equal basis."

It should also be noted that not all of those interviewed felt there was a problem. In some areas, notably institutional, the level of coordination and joint delivery of programs was felt to be much more complementary than supplementary. Several indicated that there is a large market to serve and that the current actors in the service delivery field can expect to continue to attract those that have a particular experience or appreciation of one supplier or another. The clientele of the University programs is likely different than those who participate in activities sponsered by Leisure Learning, the YMCA, or the Boys and Girls Club and each supplier serves a generally different market segment. In as much as these do not overlap or seem to be unfairly priced then the broader supply range is a positive consideration to the consumer and serves as an important guarantee of continued innovation and service quality in supply.

ALTERNATIVES

A number of suggestions to reduce the impact of subsidies were put forward by the individuals interviewed , they are summarized as follows:

- Stop subsidizing particularly in those areas where other service delivery agencies are operating comparable facilities or programs.
- Increase the fees (decrease the level of subsidy) to more closely coincide with the "going rate" charged by other agencies.
- Do not undertake programs in those areas where other service agencies are adequately serving the market.
- Control the development of duplicate facilities in any one market area. (e.g.Southland Leisure Centre and Family Leisure Centre, Acadia curling rink and S.E.Family Leisure curling, oversupply of racquetball courts both commercial and public)
- Undertake a tax rebate whereby those communities that are providing for their own programs and facilities would be rebated that portion of their community taxes that go to city wide recreational facilities and programs.
- Undertake better coordination and communications between leisure service agencies. Not just at the top but also at the field level of program specialists.
- Operate within given program bands that have proven successful in the past.

A number of alternative courses of action have been considered incorporating, where appropriate, the above noted suggestions.

Alternative 1. Status Quo

As the majority of the 318 agencies did not consider the activities of the City a problem (evidenced by either lack of response to the questionnaire or lack of negative response) then maintaining the status quo may be the most appropriate action.

Evaluation: As a result of this investigation a number of issues between City operations, community associations, and voluntary agencies have been expressed. Those speaking out have moved most solidly toward self-help programming and facilities. As the current Departmental policy encourages this, it can be expected that a growing number of groups will become frustrated as they are caught between the "let-us-help-you- do-it" facilitation role of the Department and the "we-are-here-to-make- it-happen" provider role of some of the subsidized program and facility activities. Clearly the concern is to serve a need but continuing at status quo will not allow a clear identification as to how a particular need is to be serviced nor who is the most appropriate service agency.

Alternative 2. Transfer Programs and Facilities to Voluntary Sectors

One solution to the subsidy issue is for the City to stop providing the service and/or program. Then assuming there remains a need, transfer the service/program to a voluntary or community group.

Evaluation: If the program required a subsidy to produce under the City, it may also require a subsidy under the ownership of a voluntary agency. Policies of total cost recovery may limit the agencies creative programming activities resulting in less selection and more of the same (successful) programs. Social recreation needs are not always expressed as demand. Providing equal opportunity and community access may require some programs to be of a developmental nature not just servicing an established consumptive trend. The greater the degree of overlap, duplication, or developed demand the more potential that program has for transfer. The tranfer of facilities has been done successfully in a number of situations. The following criteria are important to the success of program or facility tranfers:

- A strong voluntary/community agency exists and expresses an interest.
- The program has the potential of being run on a cost recovery basis.
- There exists a strong identifiable market
- There is minimum impact upon existing staff structures

Alternative 3. Raise the Fee or Otherwise Reduce the Subsidy

Reduction or removal of the subsidy on City facilities should effectively reduce the impact of City activities upon other leisure service delivery agencies.

Evaluation: A reduction in subsidy and/or an increase in fee for the user may result in the loss of some programs. In program areas of a particularly high social benefit to the greater Calgary community, the action of raising fees may negatively impact the purposes of the program. In other situations the increase in fees may only partially offset impacts upon the community and/or voluntary agency. Other factors such as promotion, location and quality of facility or program may continue to impact the self-help voluntary agency. However, competition in these areas of the marketing matrix can be expected to have less impact upon the basic ability of the agency to compete. Raising the City fees toward a more complete recovery will create a more equitable suppliers market.

RECOMMENDATIONS

Based on the foregoing analysis it is apparent the no one action will solve the current situation relative to impacts of City subsidies without repercussions elsewhere in the system. The following recommendations attempt to present an integrated policy relevant to varying conditions surrounding each program and/or facility:

1. Strengthen Coordination and communications. Mentioned in both the mail-out questionnaire and the personal interviews, much of the overlap or competition may be eliminated through greater awareness among the various suppliers of each other's activities, plans and potentials. Therefore, the Department will undertake the following:

   2. At least once a year the Department will undertake an inter-agency program planning conference focussing on the following:

      o Areas of primary program intentions of the key suppliers.

      o Opportunities for vertical integration/specialization.

      o Exploration of program gaps, overlaps and price anomolies.

      o Client service intentions in facility anchored and outreach programming.

      o Agreement upon general areas of supply expertise.

   b. Adult Leisure Learning will review its procedures for determining program offerings and sites of presentation in an effort to ensure a sensitivity to community initiatives.

   c. The Leisure Services Division of the Department will take an active role to enhance community/agency communication through the Leisure Forum, aiming to increase efforts at coordinated planning of needs-responsive programming carried out by the most effective organization.

2. The Planning Section of the Department should provide greater support to community-agency-departmental coordination by:

    a. gathering sufficient data on programs, facilities, needs and demands for services to ensure informed decision making particularly in the area of facility development, reviewing both the need and the impact upon existing providers.

    b. continuing to support the efforts of community residents and DRS staff undertaking data collection and planning at the community level through needs and preference studies, participation rates and so forth enabling them to design services which meet their unique needs and conditions.

    c. developing greater support capabilities, through the collection of program information and research, more effectively involving the diverse provider organizations in a planning process aimed at the distribution of resources according to generally agreed objectives and priorities.

3. In program areas involving potential overlap (e.g.aquatics, fitness, day camps) program fees should not be subsidized or only subsidized to the "going rate" level established by community agency suppliers, on the understanding that parallel policies will be developed to serve the economically disadvantaged.

4. In program areas that are not facility anchored the Department will first look to the community/voluntary agencies to fill the program needs. In those cases where both organizations are providing programs, the Department will endeavor to tranfer its programs to the community/voluntary agency where the quantity and quality meet the needs as identified.

5. Facility related programs by facility intent may overlap similar programs offered in other facilities, every effort should be made to differentiate the program products offered where facility market areas overlap such as at Southlands and the Family Leisure Centre. Communications between the two facilities will be required to achieve maximum coordination and minimum overlap and/or competition between suppliers.

6. Community arena facilities are primarily impacted by municipal arenas in the area of youth fee subsidization. Reduction in the amount of subsidy will mitigate this impact (see Recommendations Arena Development Strategy Report).

APPENDIX

AGENCY GENERAL PROFILE

1. AGENCY MANDATE/ROLE

Please describe the mandate/role of your group, agency or association (what is your primary function?).

2. CLIENT GROUPS SERVED

Please indicate which of the following client groups are served by your group by placing a check (✓) under the appropriate column.

	Major Focus	Minor Focus	Do Not Serve
o Preschool (3-5 yrs)	16.0	27.2	56.8%
o Child (6-12 yrs)	43.2	18.5	38.3%
o Youth (13-18 yrs)	32.1	30.9	37.0%
o Adult (18+)	48.1	16.0	34.6%
o Sr. Citizen (55+)	37.0	28.4	33.3%
o Family	37.0	17.3	44.4%

Comments:

PROFILE OF AGENCY CLIENTS

3. MARKETS SERVED

Please indicate which market segments are served by your group by placing a check (✓) under the appropriate column.

	Primary Focus	Secondary Focus	Do Not Serve
o Members Only	2 40.7	4.9	54.3%
o General Public Only	14.8	14.8	70.4%
o Members & General Public	3 39.5	12.3	48.1%
o Males only	7.4	9.9	82.7%
o Females only	6.2	9.9	84.0%
o Co-educational (mixed)	1 46.9	11.1	42.0%
o Individuals	1 39.5	16.0	44.4%
o Pairs (husband/wife; parent/child)	13.6	21.0	65.4%
o Groups	35.8	16.0	48.1%
o Others (List)			

Comments:

4. MEMBER/USER ORIGIN

Please indicate where the people served by your group are drawn from by placing a check (✓) beside the appropriate geographic location(s).

50.6% LOCAL (e.g. neighbourhood, community association or geographic area e.g. downtown)

17.3% REGIONAL (quadrant of City e.g. N.E., N.W.)

55.6% CITY WIDE

Comments:

PROFILE OF AGENCY ACTIVITIES

5. Please indicate by checking (✓) yes or no, what services are offered by your agency. For each service checked "YES", please check (✓) the appropriate columns that best describe the focus of that service. You may check more than one focus for each service.

	NO	YES	100% Sponsored by Your Agency	100% Sponsored by Other Agenci	100% Sponsored by Parks/Rec De	Co-Sponsored with Parks/Rec De	Co-Sponsored with Another Agenc	Other
o Registered Programs	30.9	69.1	39.5	6.2	2.5	35.8	21.0	2.5 %
o Workshop/Seminars	43.2	56.8	44.4	6.2	1.2	17.3	22.2	— %
o Drop-in Activities	54.3	45.7	39.5	—	—	7.4	6.2	2.5 %
o Instructional Classes/Lessons (Credit)	80.2	19.8	11.1	1.2	—	8.6	3.7	— %
o Instructional Classes/Lessons (Non-Credit)	49.4	50.6	32.1	8.6	1.2	19.8	17.3	1.2 %
o Advice/Counselling	69.1	30.9	25.9	3.7	1.2	1.2	6.2	— %
o Information/Referral	51.9	48.1	45.7	1.2	—	4.9	4.9	1.2 %
o Financial Assistance	74.1	24.7	19.8	—	—	2.5	6.2	1.2 %
o Consulting	84.0	16.0	13.6	—	—	3.7	3.7	1.2 %
o Equipment Loan	74.1	25.9	23.5	—	1.2	4.9	1.2	1.2 %
o Training/Certification	76.5	23.5	14.8	1.2	—	4.9	11.1	— %
o Facility Operation (Direct Services)	61.7	38.3	33.3	—	—	4.9	3.7	— %
o Facility Operation (Rentals)	54.3	45.7	37.0	3.7	1.2	6.2	4.9	1.2 %
o Coordinate activities for other groups (umbrella)	59.3	39.5	30.9	1.2	1.2	7.4	14.8	7.4 %
o Performances	56.8	42.0	32.1	3.7	—	9.9	16.0	2.5 %
o Touring	69.1	30.9	27.2	1.2	—	6.2	9.9	2.5 %
o Special Events	23.5	76.5	66.7	3.7	1.2	21.0	25.9	2.5 %
o Exhibitions/Displays	55.6	44.4	35.8	2.5	—	12.3	16.0	1.2 %
o Others (list) ______	82.7	17.3	13.6	—	1.2	2.5	3.7	— %
______								
______								
______								

PROFILE OF AGENCY REVENUES AND FEES

6. Please record in the space provided the percent of your agency's total revenues received from each of the sources listed. List any additional sources under "OTHER".

%	0	1-25	26-50	51-75	76-100
___ User Fees	67.9	13.6	9.9	3.7	4.9
___ Membership Fees	46.9	30.9	4.9	2.5	14.8
___ Admissions	82.7	16.0	0.0	0.0	1.2
___ Donations	77.8	17.3	2.5	1.2	1.2
___ Fund Raising	64.2	21.0	11.1	2.5	1.2
___ Equipment Rental	95.1	3.7	1.2	0.0	0.0
___ Equipment Repair	100.0	0.0	0.0	0.0	0.0
___ Non Food Concessions/Sales	93.8	6.2	0.0	0.0	0.0
___ Food Concessions/Sales	91.4	8.6	0.0	0.0	0.0
___ Grants	69.1	13.6	8.6	1.2	7.4
___ Other (list)					
___ ______					
___ ______					
___ ______					
___ ______					
100%					

Please return with this survey a copy of the following items:

- o Your agency's rates and fees (recovery) policy i.e. rules, guidelines and/or formulas that you use to calculate user fees, membership fees, admissions, etc.
- o Your agency's rates and fees schedule i.e. user fees and categories; admission fees and categories; membership

FACILITATION AND DIRECT SERVICES OF THE DEPARTMENT

7(A). Please answer each of the following questions twice. The first response indicates HOW YOUR AGENCY FEELS THE SITUATION IS AT PRESENT; the second response indicates HOW YOUR AGENCY FEELS THE SITUATION SHOULD BE. These responses may or may not be the same. Both categories also allow for a NO OPINION response.

PLEASE CIRCLE YOUR RESPONSES FOR EACH CATEGORY:

	IS NOW VERY LITTLE 1 2 3 GREAT EXTENT 4 5 NO OPINION 6	SHOULD BE VERY LITTLE 1 2 3 GREAT EXTENT 4 5 NO OPINION 6
SCALE:	1 2 3 4 5 6	1 2 3 4 5 6
a) DOES THE PARKS/RECREATION DEPARTMENT PROVIDE QUALITY, AFFORDABLE RECREATION PROGRAMS AND SERVICES? COMMENTS:	3.861 1 2 3 4 5 6	4.143 1 2 3 4 5 6
b) DOES THE PARKS/RECREATION DEPARTMENT WORK WELL WITH OTHER AGENCIES TO PLAN AND DEVELOP REQUIRED RECREATION PROGRAMS AND SERVICES? COMMENTS:	3.814 1 2 3 4 5 6	4.460 1 2 3 4 5 6
c) DOES THE PARKS/RECREATION DEPARTMENT HAVE A ROLE IN PROVIDING DIRECT RECREATION PROGRAMS AND SERVICES? (THAT IS, SPONSORED BY THE CITY). COMMENTS:	3.576 1 2 3 4 5 6	3.902 1 2 3 4 5 6
d) DO THE RECREATION PROGRAMS AND SERVICES SPONSORED BY THE DEPARTMENT COMPLIMENT THOSE PROVIDED BY OTHER GROUPS AND AGENCIES? COMMENTS:	3.593 1 2 3 4 5 6	4.224 1 2 3 4 5 6
e) DO THE RECREATION PROGRAMS AND SERVICES SPONSORED BY THE DEPARTMENT COMPETE WITH THOSE OFFERED BY OTHER GROU[illegible]ND AGENCIES? COM[illegible]	2.582 1 2 3 4 5 6	1.942 1 2 3 4 5 6

FACILITATION AND DIRECT SERVICES OF THE DEPARTMENT (CONT'D)

7(B). Please indicate the DEGREE OF EMPHASIS that your organization or agency feels the Parks/Recreation Department should place on each of the Service Areas listed below. Space is provided to add services not on this list.

PLEASE CIRCLE THE MOST APPROPRIATE RESPONSE FOR EACH SERVICE:

SERVICE AREA	DEGREE OF EMPHASIS LESS 1 2 SAME 3 MORE 4 5	NO OPINION
SCALE:	1 2 3 4 5	6
a) GENERAL CONTACT - through consultation, meetings, telephone calls, etc.	3.620 1 2 3 4 5	6
b) RECREATION PROGRAMS - provision, funds, planning, evaluation, staffing, advertising, etc.	3.819 1 2 3 4 5	6
c) GRANT and LEASE SUPPORT - information, advice, application assistance	3.882 1 2 3 4 5	6
d) ORGANIZATIONAL DEVELOPMENT - structure, administration and development	3.129 1 2 3 4 5	6
e) RESEARCH ASSISTANCE - Needs and Preference and Feasibility Studies, Demand analysis	3.475 1 2 3 4 5	6
f) EQUIPMENT LOAN	3.556 1 2 3 4 5	6
g) LEADERSHIP TRAINING - volunteers and staff	3.656 1 2 3 4 5	6
h) SPECIAL EVENTS - provision, funds, planning, evaluation, staffing, advertising, etc.	3.636 1 2 3 4 5	6
i) FACILITY SUPPORT - capital development and operations	3.688 1 2 3 4 5	6
	1 2 3 4 5	6

AGENCY VIEW OF DEPARTMENT'S ROLE

8. What are the major problems, if any, with the present role of the Parks/Recreation Department in the Calgary leisure service delivery system?

SEE FOLLOWING PAGES.

9. What are the major good/strong points with the present role of the Parks/Recreation Department in the Calgary leisure service delivery system?

SEE FOLLOWING PAGES.

10. What major changes would you recommend to enhance the present role of the Parks/Recreation Department in the Calgary leisure service delivery system?

SEE FOLLOWING PAGES.

THANK YOU FOR YOUR PARTICIPATION

LEISURE SERVICE AGENCY PROFILE SURVEY

BEFORE BEGINNING TO ANSWER THE QUESTIONNAIRE, PLEASE READ ALL OF THE INSTRUCTIONS CAREFULLY.

- The questionnaire should be completed by a director or official of your organization in direct consultation with those members of the organization who have been involved with providing the services.
- Where there is not enough space provided to answer a question fully, or you have extra information you wish to bring to our attention, please attach a page of your own. Be sure to indicate specifically to what question the comments relate.
- PLEASE RETURN the completed questionnaire in the self addressed, stamped return envelope by April 19th.
- Would your agency like to receive information regarding the final results of this project?

IF 'YES':
AGENCY NAME:
ADDRESS:

- If you have any questions or require assistance in filling out the survey please call:

Jim Allison at 268-4729
or
Joe Dodd at 268-1375

THE CITY OF CALGARY
PARKS/RECREATION

8. What are the major problems, if any, with the present role of the Parks/Recreation Department in the Calgary leisure service delivery system?

VALUE LABEL	VALUE	FREQUENCY	PERCENT	VALID PERCENT	CUM PERCENT
	3	1	1.2	2.9	2.9
BETTER MAINTENANCE	11	1	1.2	2.9	5.7
MORE FACILITIES	12	3	3.7	8.6	14.3
PUBLIC RELATION	21	1	1.2	2.9	17.1
PROG.COMMUNICATION	23	1	1.2	2.9	20.0
MORE CONSIDERATION	24	1	1.2	2.9	22.9
LONG RANGE PLANNING	26	1	1.2	2.9	25.7
GREATER AWARENESS	27	3	3.7	8.6	34.3
MORE INFO. ON EVENTS	28	2	2.5	5.7	40.0
TOO MUCH BUREACRACY	32	1	1.2	2.9	42.9
CULTURAL EMPHASIS	33	1	1.2	2.9	45.7
CARRY MORE PROGRAMS	34	1	1.2	2.9	48.6
SERVICE INEQUITY	35	2	2.5	5.7	54.3
WAGE INEQUITY	36	1	1.2	2.9	57.1
MORE INSTRUCTORS	37	1	1.2	2.9	60.0
DEMAND FOR STAFF	38	1	1.2	2.9	62.9
1ST REGISTER-COMM	39	1	1.2	2.9	65.7
P/R ONLY SUPPLY $$$	41	1	1.2	2.9	68.6
TOO EXPENSIVE	42	1	1.2	2.9	71.4
TOO MANY CUTBACKS	43	1	1.2	2.9	74.3
USER FEES TOO HIGH	44	2	2.5	5.7	80.0
INAPPROPRIATE FUNDS	45	1	1.2	2.9	82.9
NEED MORE FUNDING	46	6	7.4	17.1	100.0
OUT OF RANGE		46	56.8	MISSING	
	TOTAL	81	100.0	100.0	

9. What are the major good/strong points with the present role of the Parks/Recreation Department in the Calgary leisure service delivery system?

VALUE LABEL	VALUE	FREQUENCY	PERCENT	VALID PERCENT	CUM PERCENT
	1	1	1.2	1.9	1.9
GOOD FACILITIES	11	2	2.5	3.7	5.6
GOOD COMMUNICATION	21	2	2.5	3.7	9.3
GOOD LIASON	22	8	9.9	14.8	24.1
COOPERATIVE STAFF	23	23	28.4	42.6	66.7
TRAINED INSTRUCTORS	24	1	1.2	1.9	68.5
GOOD SUPERVISION	25	1	1.2	1.9	70.4
FINANCIAL ASSIST.	31	3	3.7	5.6	75.9
VALUABLE SERVICES	32	3	3.7	5.6	81.5
A LOT OF ACTIVITIES	42	3	3.7	5.6	87.0
VALUE COSPONSORSHIP	45	5	6.2	9.3	96.3
P/R IS NON-EXISTENT	46	1	1.2	1.9	98.1
	47	1	1.2	1.9	100.0
OUT OF RANGE		27	33.3	MISSING	
	TOTAL	81	100.0	100.0	

10. What major changes would you recommend to enhance the present role of the Parks/Recreation Department in the Calgary leisure service delivery system?

```
                                                       VALID     CUM
 VALUE LABEL              VALUE  FREQUENCY  PERCENT  PERCENT  PERCENT

                              2          1      1.2      2.8      2.8
IMPROVE MAINTENANCE          11          1      1.2      2.8      5.6
CONSTRUCT FACILITIES         12          1      1.2      2.8      8.3
MORE DESIGN INPUT            14          1      1.2      2.8     11.1
MORE COURTEOUS STAFF         21          1      1.2      2.8     13.9
IMPROVE SUPERVISON           22          2      2.5      5.6     19.4
IMPROVE CONSULTATION         23         11     13.6     30.6     50.0
REDUCE BUREACRACY            24          1      1.2      2.8     52.8
DEVELOP DEPT. LIST           25          2      2.5      5.6     58.3
INCREASE AVAIL. FUND         31          2      2.5      5.6     63.9
MORE FUNDING SUPPORT         33          2      2.5      5.6     69.4
DELAYED WAGE PAYMENT         34          1      1.2      2.8     72.2
STANDARDIZE WAGES            35          1      1.2      2.8     75.0
LESS ATHLETICS               41          1      1.2      2.8     77.8
MORE DIRECT SERVICES         42          2      2.5      5.6     83.3
DECENTRALIZED SERV.          43          1      1.2      2.8     86.1
MORE PROGRAM SUPPORT         44          1      1.2      2.8     88.9
LESS WORK FOR DRS            45          1      1.2      2.8     91.7
MORE COSPONSORSHIP           46          1      1.2      2.8     94.4
MORE FACILITATION            47          1      1.2      2.8     97.2
MORE PROGRAMS                48          1      1.2      2.8    100.0
OUT OF RANGE                            45     55.6  MISSING
                                   -------  -------  -------
                          TOTAL         81    100.0    100.0
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PREPARED BY JA JULY 24, 1985

MAJOR SOURCES OF REVENUES FOR REPORTING GROUPS
PRESENTED BY % INDICATING LEVEL OF FUNDING

RESPONSE CATEGORY	USER FEES	MEMBERS FEES	ADMISS IONS	DONATIONS	FUND RAISING	EQUIP RENTAL	EQUIP REPAIR	NONFOOD SALES	FOOD SALES	GRANTS	OTHER
ATHLETICS											
0% REVENUE	69.23	30.77	76.92	76.92	69.23	92.31	100.00	100.00	92.31	61.54	0.00
1-25% REVENUE	0.00	7.69	23.08	15.38	23.08	7.69	0.00	0.00	7.69	30.77	0.00
26-50% REVENUE	7.69	15.38	0.00	0.00	7.69	0.00	0.00	0.00	0.00	7.69	69.23
51-75% REVENUE	0.00	0.00	0.00	7.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00
75-100% REVENUE	23.08	46.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NO.RESPONDING	13	13	13	13	13	13	13	13	13	13	13
SENIORS											
0% REVENUE	91.67	75.00	100.00	91.67	83.33	100.00	100.00	100.00	100.00	83.33	8.33
1-25% REVENUE	8.33	25.00	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
26-50% REVENUE	0.00	0.00	0.00	0.00	8.33	0.00	0.00	0.00	0.00	8.33	83.33
51-75% REVENUE	0.00	0.00	0.00	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00
75-100% REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.33	0.00
NO.RESPONDING	12	12	12	12	12	12	12	12	12	12	12
CULTURAL											
0% REVENUE	92.31	38.46	61.54	69.23	69.23	100.00	100.00	92.31	84.62	53.85	0.00
1-25% REVENUE	7.69	46.15	30.77	23.08	23.08	0.00	0.00	7.69	15.38	0.00	7.69
26-50% REVENUE	0.00	0.00	0.00	7.69	7.69	0.00	0.00	0.00	0.00	30.77	76.92
51-75% REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.69	0.00
75-100% REVENUE	0.00	15.38	7.69	0.00	0.00	0.00	0.00	0.00	0.00	7.69	0.00
NO.RESPONDING	13	13	13	13	13	13	13	13	13	13	13
OUTDOOR											
0% REVENUE	80.00	20.00	100.00	80.00	80.00	100.00	100.00	100.00	100.00	80.00	20.00
1-25% REVENUE	0.00	20.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
26-50% REVENUE	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	80.00
51-75% REVENUE	0.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00
75-100% REVENUE	0.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NO.RESPONDING	5	5	5	5	5	5	5	5	5	5	5
DISABLED											
0% REVENUE	66.67	100.00	83.33	66.67	83.33	100.00	100.00	83.33	100.00	50.00	33.33
1-25% REVENUE	33.33	0.00	16.67	33.33	0.00	0.00	0.00	16.67	0.00	16.67	0.00
26-50% REVENUE	0.00	0.00	0.00	0.00	16.67	0.00	0.00	0.00	0.00	0.00	33.33
51-75% REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
75-100% REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	0.00
NO.RESPONDING	6	6	6	6	6	6	6	6	6	6	6
COMMUNITY ASSOC											
0% REVENUE	23.08	15.38	69.23	61.54	23.08	84.62	100.00	84.62	76.92	76.92	0.00
1-25% REVENUE	38.46	61.54	30.77	30.77	53.85	15.38	0.00	15.38	23.08	23.08	0.00
26-50% REVENUE	23.08	7.69	0.00	7.69	23.08	0.00	0.00	0.00	0.00	0.00	61.54
51-75% REVENUE	15.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
75-100% REVENUE	0.00	15.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NO.RESPONDING	13	13	13	13	13	13	13	13	13	13	13
SCHOOLS											
0% REVENUE	55.56	55.56	88.89	100.00	55.56	88.89	100.00	88.89	88.89	77.78	33.33
1-25% REVENUE	11.11	44.44	11.11	0.00	11.11	0.00	0.00	11.11	11.11	11.11	0.00
26-50% REVENUE	22.22	0.00	0.00	0.00	22.22	11.11	0.00	0.00	0.00	0.00	55.56

SURVEY CONDUCTED MAY 1985

PREPAR ' JA JULY 25,1985

PERCEPTIONS OF ROLE,COM NT,AND COMPETITION
MEASURED AS THEY ARE NOW . AS THEY SHOULD BE

RESPONSE CATEGORY	ROLE IS NOW	ROLE SHOULD BE	COMPLIME NOW	COMPLIME SHOULD B	COMPETIT IS NOW	COMPETIT SHOULD BE
ATHLETICS						
1 VERY LITTLE	15.38	7.69	7.69	0.00	30.77	38.46
2 A LITTLE	15.38	7.69	7.69	7.69	0.00	7.69
3 NEUTRAL	0.00	15.38	15.38	15.38	7.69	0.00
4 SOMEWHAT	15.38	7.69	30.77	15.38	7.69	7.69
5 A GREAT EXTENT	30.77	30.77	7.69	23.08	7.69	0.00
AVERAGE SCORE	4.00	4.38	4.15	4.69	4.00	3.62
NO.RESPONDING	13	13	13	13	13	13
SENIORS						
1 VERY LITTLE	0.00	16.67	0.00	8.33	16.67	16.67
2 A LITTLE	8.33	0.00	0.00	0.00	16.67	16.67
3 NEUTRAL	8.33	8.33	25.00	16.67	25.00	16.67
4 SOMEWHAT	33.33	16.67	33.33	25.00	0.00	8.33
5 A GREAT EXTENT	33.33	8.33	25.00	8.33	16.67	0.00
AVERAGE SCORE	4.42	4.50	4.33	4.50	3.58	3.83
NO.RESPONDING	12	12	12	12	12	12
CULTURAL						
1 VERY LITTLE	7.69	0.00	0.00	0.00	23.08	30.77
2 A LITTLE	0.00	0.00	0.00	0.00	7.69	15.38
3 NEUTRAL	15.38	0.00	30.77	7.69	15.38	0.00
4 SOMEWHAT	15.38	7.69	7.69	7.69	7.69	0.00
5 A GREAT EXTENT	30.77	61.54	15.38	38.46	0.00	0.00
AVERAGE SCORE	4.54	5.23	4.77	5.23	3.92	3.85
NO.RESPONDING	13	13	13	13	13	13
OUTDOOR						
1 VERY LITTLE	0.00	0.00	0.00	0.00	0.00	0.00
2 A LITTLE	0.00	0.00	0.00	0.00	20.00	20.00
3 NEUTRAL	20.00	20.00	20.00	40.00	0.00	20.00
4 SOMEWHAT	20.00	20.00	0.00	0.00	20.00	0.00
5 A GREAT EXTENT	0.00	20.00	0.00	20.00	0.00	0.00
AVERAGE SCORE	5.00	4.80	5.40	4.60	4.80	4.60
NO.RESPONDING	5	5	5	5	5	5
DISABLED						
1 VERY LITTLE	0.00	0.00	0.00	0.00	33.33	33.33
2 A LITTLE	0.00	0.00	0.00	0.00	33.33	0.00
3 NEUTRAL	16.67	0.00	16.67	0.00	16.67	33.33
4 SOMEWHAT	33.33	33.33	33.33	16.67	0.00	0.00
5 A GREAT EXTENT	33.33	50.00	50.00	66.67	16.67	16.67
AVERAGE SCORE	4.50	4.83	4.33	5.00	2.33	3.17
NO.RESPONDING	6	6	6	6	6	6
COMMUNITY ASSOC						
1 VERY LITTLE	7.69	0.00	15.38	0.00	0.00	23.08
2 A LITTLE	7.69	23.08	7.69	0.00	7.69	15.38
3 NEUTRAL	38.46	23.08	15.38	15.38	15.38	15.38
4 SOMEWHAT	30.77	38.46	30.77	38.46	7.69	0.00
5 A GREAT EXTENT	7.69	0.00	7.69	30.77	15.38	0.00

SURVEY CONDUCTED MAY 1985

PREPARED BY JA JULY 24,1985

MAJOR SOURCES OF REVENUES FOR REPORTING GROUPS
PRESENTED BY % INDICATING LEVEL OF FUNDING

RESPONSE CATEGORY	USER FEES	MEMBERS FEES	ADMISS IONS	DONATIONS	FUND RAISING	EQUIP RENTAL	EQUIP REPAIR	NONFOOD SALES	FOOD SALES	GRANTS	OTHER
51-75% REVENUE	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
75-100% REVENUE	0.00	0.00	0.00	0.00	11.11	0.00	0.00	0.00	0.00	11.11	0.00
NO.RESPONDING	9	9	9	9	9	9	9	9	9	9	9
VOLUNTEER											
0% REVENUE	70.00	60.00	100.00	80.00	70.00	100.00	100.00	100.00	100.00	70.00	0.00
1-25% REVENUE	10.00	20.00	0.00	10.00	30.00	0.00	0.00	0.00	0.00	20.00	10.00
26-50% REVENUE	10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	90.00
51-75% REVENUE	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
75-100% REVENUE	10.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00
NO.RESPONDING	10	10	10	10	10	10	10	10	10	10	10

SURVEY CONDUCTED MAY 1985

PREPA JA JULY 25,1985

PERCEPTIONS OF ROLE,COM NT,AND COMPETITION
MEASURED AS THEY ARE NOW D AS THEY SHOULD BE

RESPONSE CATEGORY	ROLE IS NOW	ROLE SHOULD BE	COMPLIME NOW	COMPLIME SHOULD B	COMPETIT IS NOW	COMPETIT SHOULD BE
AVERAGE SCORE	3.46	3.62	3.77	4.46	4.92	3.77
NO.RESPONDING	13	13	13	13	13	13
SCHOOLS						
1 VERY LITTLE	22.22	11.11	11.11	0.00	44.44	55.56
2 A LITTLE	11.11	0.00	0.00	0.00	33.33	22.22
3 NEUTRAL	22.22	0.00	22.22	0.00	22.22	11.11
4 SOMEWHAT	0.00	33.33	11.11	22.22	0.00	0.00
5 A GREAT EXTENT	33.33	44.44	33.33	66.67	0.00	11.11
AVERAGE SCORE	3.44	4.33	4.22	4.89	1.78	1.89
NO.RESPONDING	9	9	9	9	9	9
VOLUNTEER						
1 VERY LITTLE	10.00	10.00	0.00	0.00	20.00	50.00
2 A LITTLE	20.00	0.00	20.00	0.00	20.00	20.00
3 NEUTRAL	20.00	0.00	30.00	10.00	10.00	0.00
4 SOMEWHAT	20.00	60.00	30.00	40.00	10.00	10.00
5 A GREAT EXTENT	30.00	30.00	10.00	40.00	30.00	10.00
AVERAGE SCORE	3.40	4.00	3.60	4.50	3.40	2.40
NO.RESPONDING	10	10	10	10	10	10

SURVEY CONDUCTED MAY 1985

Table 3 A Review of the Role,Mandate and Service Delivery in Other Cities

City	Role & Mandate	User Fees	Developer	Other	Other Delivery Agencies	Coordinating Mechanism
Vancouver	Provide Cultural, Intellectual Social,& Recreational activity for all segments of the population.	Facilities Programs	Land Bonuses	Bonds Grants	YMCA YWCABoys&Girls Clubs School Bd UBC Private(Fitness,Squash)	Informal on Need Basis
Edmonton	Improve quality of life, increase number of rec opportunities and diversity.Provide technical information to C.A. decision makers.Enhancement of physical environment.	Facilities Programs	Land 10%	Grants	Community Associations P/S School Boards City wide Organizations YWCA YMCA Commercial	Recreation Program Plan Data base,technique for formalizing program planning process.
Regina	Affordable Recreation Services to all members of public	Facilities Programs	Land 10% Ldscaping Acreage Assessment	Grants Gen Rev	5 Independent Zones with Citizen Boards YMCA YWCA Comm Colleges Univ Extension YouthUnltd Commercial(fitness,Squash)	Coordinating Cmtee
Saskatoon	To provide and facilitate services,facilities and programs.	Facilities Programs	Land 10% Assessment	Grants	YMCA YWCA Boys and Girls Clubs Fitness Racquet Clubs	Informal meetings re mutual concerns
Winnipeg	To provide recreation leisure services not otherwise provided in the community	Facilities Programs	Land 10% 52% Dev costs	Grants	YMCA YWCA Cdn Forces UofM UofWComm College Boys and Girls Clubs Private(fitness,Squash)	Informally agree to identify overlaps,review roles,determine agency best suited
Toronto	To provide direct,introductory recreation programs and services,available to everyone	Minimal (Separate Arena Bds)	land 5%	Minimal Grants Special Programs	YMCA YWCA Universities (limited) Boys and Girls clubs Settlement Houses Community Centers	Leisure coordinating committee
Brampton	To provide opportunities for Parks/recreation activities City to be prime provider of service delivery.Within context of deficiencies determine best agency to deliver.	about 33%	land 5% Levy/dwell to P/R Dep	Grants Lotteries CommRecCtr Act	YMCA YWCA Boys and Girls Clubs, School Bds Private(fitness,squash)	Informal coordination formal agreemt Y's
Halifax	To provide recreational service to anyone.	28%	land 5%	Prov 3%	YMCA YWCA Universities Private(fitness,squash)	Rec/education committee Fitness council

* * *

2.2 As majority of recreation programs in Leisure Services Division do not recover full operating cost, a net gain would only come from filling all classes or running additional classes that 'make money'. Additional programs would simply require additional subsidy.

Goal 3: To expand and further develop the parks system with emphasis on larger parks and the urban design/beautification functions.

3.1 Additional operating costs will be reflected in capital budget (e.g. operating costs associated with new capital projects). However, regional parks, amenity parks and unusually shaped parks generally cost more per hectare to maintain - additional costs can be anticipated.

Anticipated	1987	1988	1989	1990	1991	Projects
NE Regional Park						
Carburn Park						
4 new flower gardens per year						
etc.						

* * *

Goal 4: Protect and preserve significant natural environments with emphasis on river valleys.

4.1 Acquisition and development of major natural environment parks will add to operating budget.

Anticipated Project	1987	1988	1989	1990	1991
Nose Hill					
North Nose Creek					
etc.					

* * *

4.2 Park Ranger service to educate users and control use. One staff in 1987 ($40,000) plus 3 seasonal staff in 1988 ($50,000).

4.3 Additional crews to improve protection and maintenance of major natural areas. One 5 man crew in 1988 ($150,000); a second in 1989 ($150,000). Note: this assumes that funding in current budgets for ntatural area maintenance will continue.

Goal 5: Ensure that the economically disadvantaged have access to parks and recreation opportunities.

5.1 A combination of the strategies proposed by the Task Force (some involve no expense; others may increase revenue; some result in additional cost). Assume a net cost of $30,000 in 1987; $60,000 in 1988; and $100,000 1989 and beyond. Costs to be incurred in Leisure Services and Facilities Divisions.

Goal 6: Expand Department role in addressing social problems through provision of recreation services (loneliness, stress and mental illness, unemployment, bored/alientated youth, alcoholism/drug abuse, broken families).

6.1 No plan or approach in place at present. Assume reallocation of current budget resources rather than growth.

6.2 Task Force on Economically Disadvantaged have proposed a staff member to liaise with and motivate collaborative efforts between P/R and Social Services Departments and with various agencies or groups that have mandates/interests in both social service and leisure fields. Potential growth position beginning in 1988 ($40,000 per year).

Goal 7: Continue present emphasis on facilitation and community development strategies.

7.1 Assume that efforts in Adopt-a-Park, Volunteer Program, etc. can be self-funded through savings or expanded level of service in operating expenditures. E.g. no net impact on budget.

Goal 8: To provide continued support and encouragement to related Societies (Zoo, Heritage Park, Fort Calgary, Planetarium/Alberta Science Centre, Lindsay Park, Parks Foundation).

8.1 Parks Foundation may require an administrative budget to be effective in generating substantial public involvement and donations. Budget to include full-time Executive Director, secretary, office and general promotional/PR expenses.

8.2 Other societies should be encouraged to work within current budgets (adjusted for inflation). Dept. can provide various forms of management support to help societies to generate increased activity and revenue.

Goal 9: Build on the Olympic spirit to stimulate involvement in related sports, winter outdoor recreation and community cultural activity.

9.1 Continue games coordinator position.

9.2 Additional activity in parks and golf courses during winter will result in increased operating budgets (staff, clean-up, and site restoration).

Budget	1987	1988	1989	1990	1991
Golf Courses					
Parks Maintenance					

APPENDIX Q

Strategy for Arena Development and Operation

Prepared by Planning Section

Leisure Services Delivery Task Force
Department of Parks/Recreation
City of Calgary

BACKGROUND

Community arena operators have expressed concern over pricing and arena development in the City. Community associations without arenas have indicated an interest in arena development. User groups are concerned over potential leasing and third party management of City owned Arenas. The Department of Parks/Recreation undertook this report to address these issues of need, service, distribution and pricing and to make recommendations to the Parks/Recreation Board accordingly.

INVESTIGATION

Historical Development

The municipal arena system began in 1956 with the enclosing of the Kinsmen Arena. The next three decades saw a steady growth with a new City arena being dedicated about every two years. Community arenas did not fully expand until 1974, then in a 10 year period the number of community arenas moved from 2 to 17. This major growth spurt parallels the Major Cultural and Recreation Grant Program which began in 1975. Currently Calgary has 42 ice surfaces with a typical size of 185 feet by 85 feet. The system includes three special purpose society operated arenas: the Saddledome, Corral and Max Bell; one institutional arena operated by Southern Alberta Institute of Technology; two private arenas operated by individual clubs; Turner Arena at Canadian Forces Base, Calgary; seventeen municipal arenas; seventeen community or multi- community arenas; and the Sarcee Arena operated by the Sarcee Indian Band A number of other arenas are located outside of the City such as Chestermere, Springbank, Bearspaw, Okotoks, Cochrane and Airdrie. Although these arenas are utilized by Calgary residents, they have not been included within the context of this study.

Roles and Mandates

A generalized description of the major components of the arena services delivery system in Calgary is presented in table 1. The majority of users participating in ice sports turn to the City and the Community arenas for ice times and activity opportunities.

Arena Supply in Calgary 1964-1985

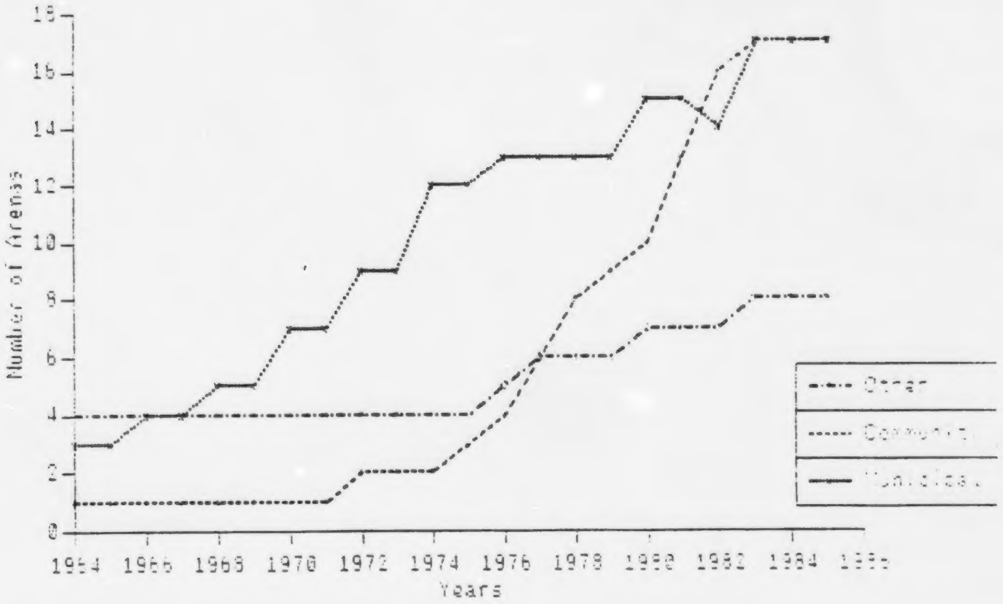


Table 1
Character of the Arena System in Calgary

Arena Type	Service Scope	Primary Client	Funding Support	Prime Use	% of System
Private	Regional	Members	Memberships/fee	Pleasure&Figure	7
Institutional	Local/Regional	Students	Prov/Student	Intermural Aths	2
Community	Local/Regional	Community	Fees/Bingo/Vol	Comm Sports	40
Municipal	Region/Citywide	Citywide Grps	Fees & Taxes	City Sports	40
Society	Citywide	GenPub/Pro&Semi	Admissions	Spectator Event	7

Arena Use

The adjacent tables and graphs illustrate the levels of ice use by major users in the City of Calgary Arenas. Historical use data for community arenas are not available. However, table 2 presents a comparison of percent of prime time use each user group utilizes in community and municipal arenas. These statistics may be interpreted accordingly:

- The primary user of prime time ice is minor hockey, accounting for for almost 50% of the prime time use.
- Adult hockey is the second highest user of prime time, accounting for approximately 20% of all prime time use.
- During the last five years there has been a slight decrease in the hours of use for public skating and schools.
- There has been an overall increase in use by adult hockey.
- Community and municipal arenas supply an average of 2000 prime time hours per arena constituting a supply pool of 68,000 hours.
- Shinny hockey and ringette form a slightly higher percent of use in community arenas than in municipal arenas.
- Municipal arenas provide a slightly higher percentage of use to institutions, broomball, and Parks/Recreation programs.

Cost of Servicing

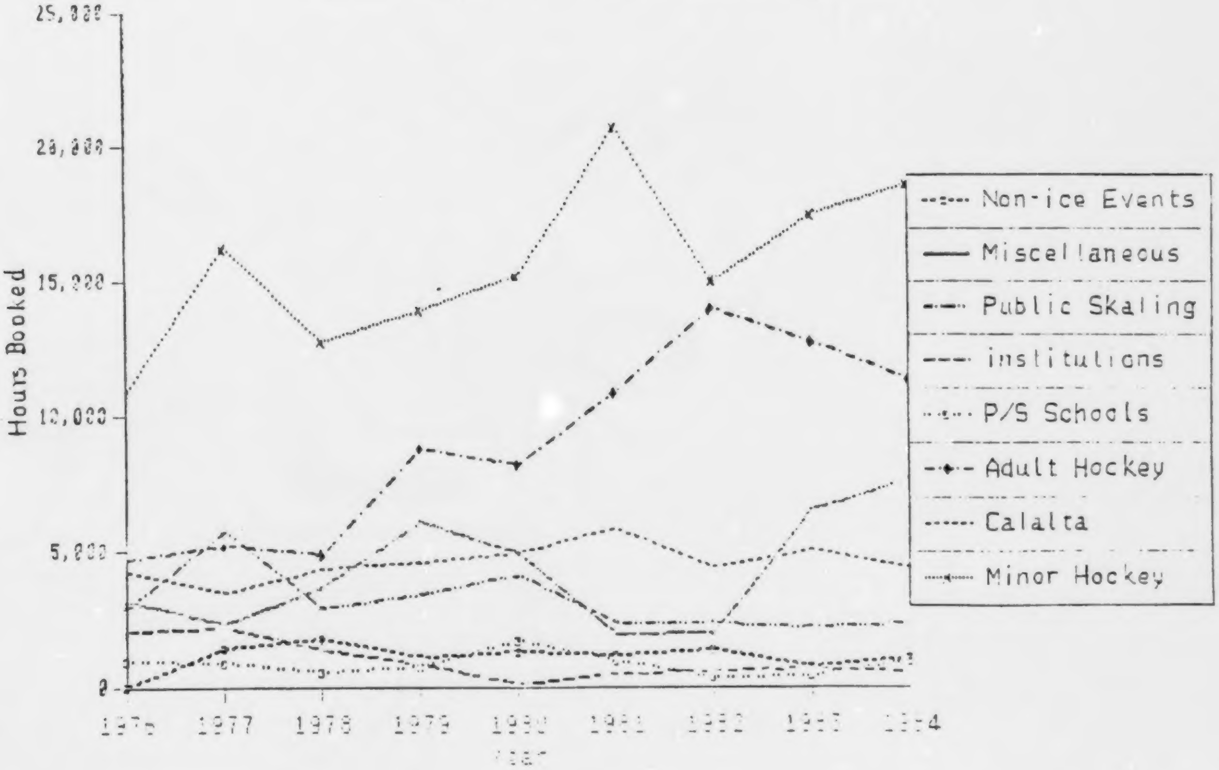
The typical costs of service are presented in Table 4 comparing the City system with Community arena figures for 1984. These figures were developed from a detailed survey of all community arena operators. The figures shown are averages of the respondents and will not necessarily be the same as any one arena.

- The average utility costs of community and municipal arenas are about equal.
- Staffing costs for municipal arenas are significantly higher than community arenas.
- Revenues in community arenas about 40% higher than municipal arenas.
- The average community arena loses about $10,000 per year

Table 2
Community/City Arena Use as a Percent of Prime Time

User Group	Community	City
Minor Hockey	45.4	48.0
Adult Hockey	17.4	22.4
Figure Skating	15.8	14.5
Public Skating	4.6	4.3
Shinny Hockey	3.8	1.0
Schools	2.4	2.1
Ringette	2.4	1.5
UofC/Mt Royal	0.3	1.8
Broomball	0.3	0.8
P/R Dept.	0.1	0.9
Other	8.0	3.0

MUNICIPAL ARENA USE: 1976 - 1984 IN HOURS OF BOOKED TIME



(a deficit that must be made up from other sources).

- The average municipal arena loses about $100,000 per year (a tax supported deficit).
- The average cost of operation in community arenas is $55/Hr.
- The average cost of operation in municipal arenas is $63/Hr.
- The average total cost (operation + debt servicing) is $79/Hr.
- The average revenue per hour used in community arenas is $53/Hr.
- The average revenue per hour used in municipal arenas is $39/Hr.

Fees and Charges

The fees and charges of the municipal and community systems have evolved seperately. The municipal arenas developed from a "public goods" perspective with the cost of the service being carried in part by all taxpayers for the public good. The community arena fees have developed on the basis of market equity (i.e.benefits are received in direct relationship to units paid for). The operational viability of the facility becomes tied to the user demand (or willingness to pay) and the cost of provision, including volunteer/self-help labour for operations or the development of supplemental income such as bingos and Nevadas.

The close relationship between operation costs and average hourly income in community arenas reflects the principle of operational cost recovery. The wide gap between the average hourly income and hourly operational costs of municipal arenas represents fee policy unrelated to operational costs. Because the two types of pricing policies serve the same basic users - community sport groups - the equity of the system is called into question. Those related to the municipal system pay minimum, subsidized fees; those related to the community system pay a price more closely related to operating costs.

- Prime time municipal hourly rental rates: youth $35 adult $72.
- Prime time average community hourly rental rates: community $55 noncommunity $77.

Revenues and Expenses Community and Municipal Arena Comparisons

	Community Arenas		Municipal Arenas	
	Single	Twin	Single	Twin
Revenue	132,900	305,000	78,000	240,300
Utility Costs	39,600	101,100	44,000	99,000
Staff Costs	45,400	142,500	125,100	242,500
Other Expenses	58,000	69,900	52,300	74,300
Total Expenses	143,000	313,500	221,400	415,800
Net	-10,100	-8,500	-143,400	-175,500

Note: These calculations are based upon 1984 reported figures averaged for both singles and twins.

Revenues and Expenses

name	arena revenue	staff expense	utilities and gas	total nonstaff	total expenses	Net	Percent Recovery
OAKRIDGE C	132,406	58,587	33,300	42,375	100,962	31,444	131
WMT PLEASA	72,261	16,604	29,615	50,736	67,340	4,921	107
HUNTINGTON	126,266	67,940	44,686	90,826	158,766	-32,500	80
BRENTWOOD	334,942	60,444	50,322	255,776	316,220	18,722	106
THNCLIFFE/	71,493	39,696	36,105	80,000	119,696	-48,203	60
TRIWOOD CO	60,101	29,328	43,618	65,703	95,031	-34,930	63
AVERAGE	132,912	45,433	39,608	97,569	143,003	-10,091	91
CROWCHILD	319,420	143,066	107,000	168,500	311,566	7,854	103
EAST CAL T	290,488	141,927	95,266	173,456	315,383	-24,895	73
AVERAGE TW	304,954	142,497	101,133	170,978	313,475	-8,521	88
SHOULDICE	71,000	114,000	49,000	95,700	209,700	-138,700	34
THORNHILL	77,000	124,000	38,000	93,000	217,000	-140,000	35
GLENMORE	84,000	140,500	56,000	115,000	255,500	-171,500	33
ERNIE STAR	77,000	119,000	42,000	90,000	209,000	-132,000	37
FRANK MCCO	81,000	128,000	35,000	88,000	216,000	-135,000	38
AVERAGE	78,000	125,100	44,000	96,340	221,440	-143,440	35
FOOTHILL/B	280,000	251,000	101,000	181,000	432,000	-152,000	65
RENFREW/VI	245,000	244,000	116,000	202,000	446,000	-201,000	55
OPTIMIST/B	189,000	202,000	77,000	140,000	342,000	-153,000	55
KOHN/CONDO	247,000	273,000	102,000	170,000	443,000	-196,000	56
AVERAGE	240,250	242,500	99,000	173,250	415,750	-175,500	58

Arenas Rates and Fees Schedules 1984-85
Figures are hourly charges for winter season ice

Facility	Prime Time			Non Prime Time				Comments
	Comm	Gen	Oth	Comm	Gen	Sch	Oth	
Oakridge Centre	65	78		20	55	24	35/45	Oth is Holidays
WMt Pleasant Sportsplex		80			35			90 MH Player Registration
Crowchild Twin Arenas	55	80		25	35			55/hr Shoulder Time
Hntgton Hills Fam Sptplex	40	72		12	32/48	20		$32 7am-12 $48 12 to 4:30
SAIT		44/56	84		44/56	48		48 Colleges 84 Profit Evts
Acadia Rec Complex		57/60			42			Youth/Adult
Max Bell Arena Society		90			40			$5 surchge for 2 payments
Brentwood Sportplex		78		20/2	45	30		$20 min $2 per person
Thorncliffe-Greenview		75			35	30		$65/$75 MH Player Reg
SE Family Leisure Centre	60/75	75/90		30/40	40/50			Youth/Adult
East Calgary Twin Arenas	50	75			40			Skate tags for drop-in
Municipal Arenas		35/72	60		16.5/35.5*			60 Late Night * Plus 5/10% of gate

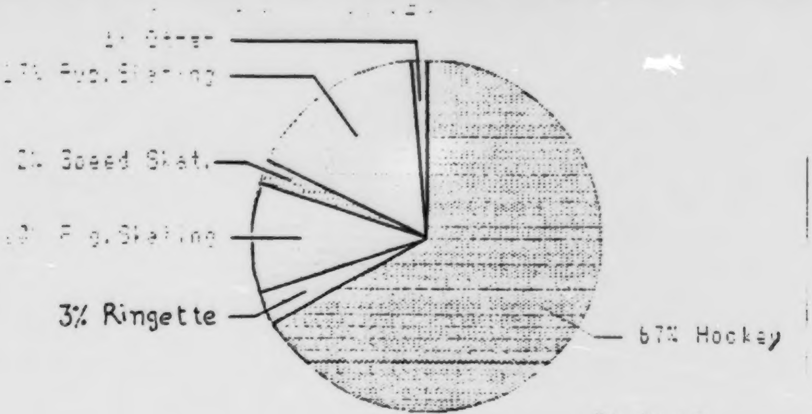
Interviews and Surveys

To test the level of acceptance and measure the degree of satisfaction the current system provides to the various users two levels of surveys were undertaken. In addition to users the community arena operators participated in a workshop seminar related to identified community/ municipal arena issues.

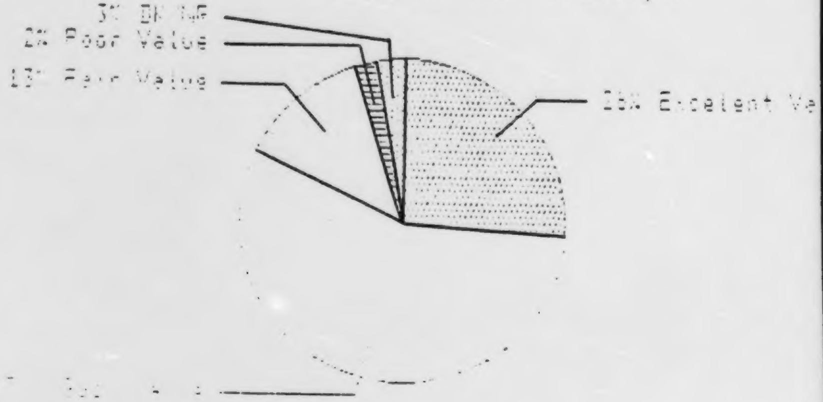
- o 1139 survey questionnaires were administered to users at municipal arenas.
- o Open ended discussions with major municipal clients such as: Minor Hockey, Calalta Figure Skaters, and various Adult Hockey Leagues.
- o 20 community arena operators and community executives attended the arena workshop to discuss common community/municipal arena concerns.

The user survey findings are summarized on the adjacent page. Results of the open ended discussion sessions with the primary users are listed as follows:

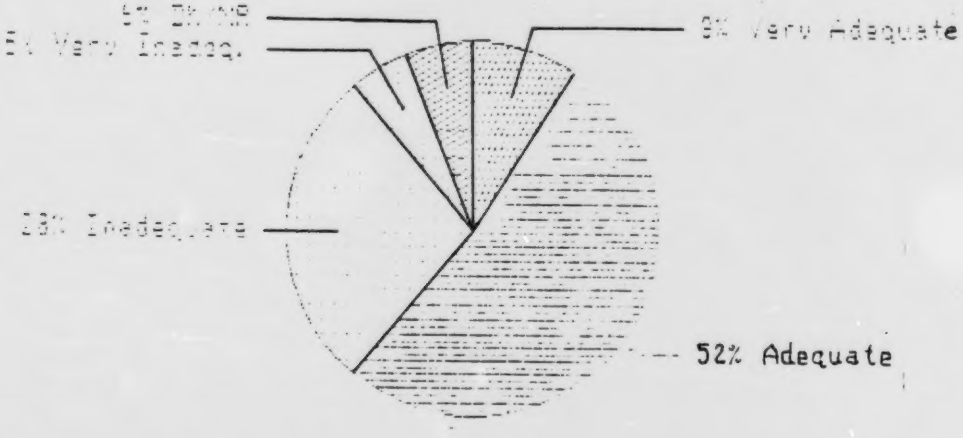
- o Minor Hockey is generally satisfied with the level of service, current fees and prime time ice allocations. They recognize that the City may need to increase fees to close the price gap between community and municipal arenas. They would rather see increases in fees than the erosion of the City system through leases to community "clubs". Minor Hockey executives point out the need to maintain a system which serves all elements of the City. Youth in communities without community arenas should have an equal opportunity to be involved in winter sport activities.
- o Calalta Figure Skaters are satisfied with the current supply/price situation. They express a strong need for a purpose built facility or renovation of an existing facility to meet the unique requirements of figure skating. They note a growing interest in precision skating. The Calalta organization feels that it could with appropriate assistance from the City undertake to operate an arena as a society and meet many of the figure skating needs of Calgary. Calalta is concerned that a price increase will have an adverse effect upon participation in their programs.
- o Adult Hockey groups expressed general satisfaction with the city arenas, but had a universal concern with the amount of prime time they were allocated. Some expressed concern over the amount of ice time community arenas devoted to their own activities. It was felt that some minor groups were getting far more than 2 activity periods per week. It was stated that to move adult hockey to the

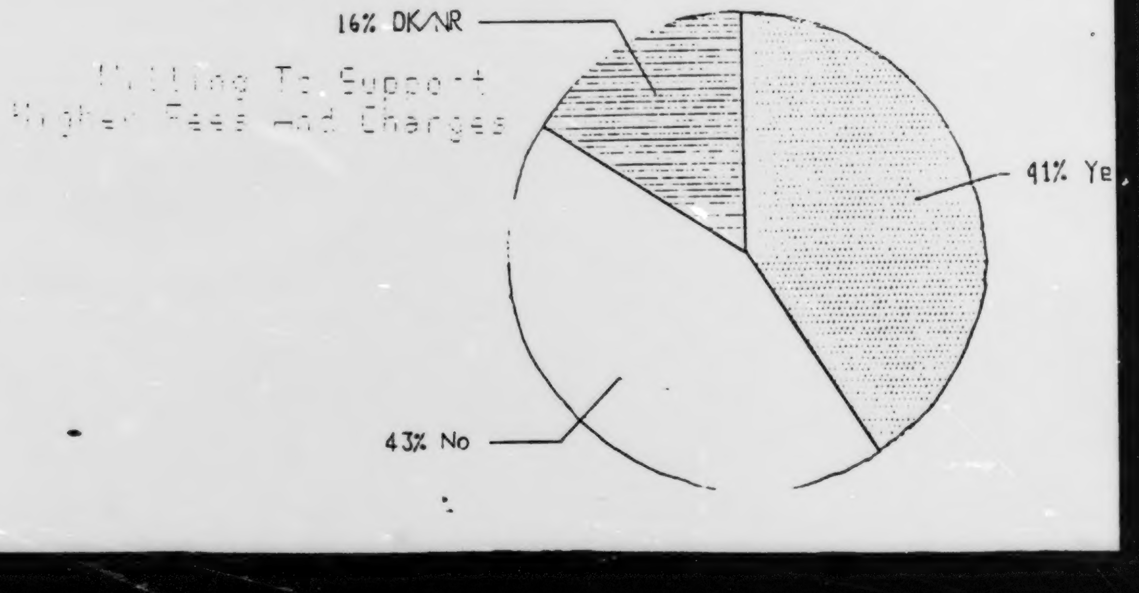


Value For Money!



Availability Of Ice




Willing To Support
Higher Fees And Charges

community arena system would kill the Adult Leagues. The City should
continue to serve and expand its service to Adult Hockey. At least two groups indicated a willingness to pay higher fees (15-25%) to see the existing arenas stay within the municipal system particularly if adult leagues were allowed greater access. One group suggested the creation of an adult arena with special amenities suited for the adult user.

The arena workshop provided feedback from previously solicited surveys, and then broke into smaller work groups to discuss identified issues. The primary results are listed below.

- o Agreement on definitions of the roles of community and municipal arenas.
- o The gap in fees between community and municipal arenas forces operators to charge less then necessary to sustain operating margins. Municipal arenas take potential revenue from the community because of the subsidized rental fees, it creates problems among their users (Why is it cheaper to buy ice from the City than their own community arena?).
- o More cooperation, communication and contact between arena operators would be useful.

Nationwide Comparisons

With a total of 42 arenas the parallel community/municipal arena system of Calgary is comparatively unique. The majority of other cities polled in Canada operate a predominantly municipal system with the exception of Toronto which has set up separate and autonomous arena boards with a mandate of self-support.

The facility to population standards of each city represent a considerable range varing from a high service level of 1 arena per 14,000 persons in Halifax to 1 arena to 68,000 persons in Toronto. In addition to these general facility guidelines several Cities are committed to detailed ice allocation policies which include the following concepts:

- o One half hour per team per week
- o One hour nonprime for every two prime time hours
- o Maximum number of home game dates (24)
- o Maximum percentage of prime time a group can receive

Municipal/Nonmunicipal Arena Operations in Other Cities

City	Areas of Conflict	Ice Use +/-	Factors of change
Vancouver	None/all city.	Stable over last five years.	Drop and levelling off of Minor Hockey slack taken up by adult hockey. Can't meet demand for Adult Hockey.
Calgary	Adult versus Minor Hockey. Figure skating.	Increases as arenas added to system. Prime 91% full, non prime is 52% full.	Leveling of Minor Hockey participation. Increase in Adult Hockey.
Edmonton	Adult users verses Minor Hockey Groups competing for better times.	Prime 98% full nonprime 78% full Overall increase.	Decrease in Minor Hockey. Increase in Adult Hockey, currently studying.
Regina	None/all City Except special use arenas.	Small decline then stabilized.	Shift from child users to adult. Broomball, ball hockey and ringette increased for adults.
Saskatoon	none/all city	Stabilized	Minor Hockey down last 4 years. Increases in adult hockey, ringette and broomball.
Winnipeg	None/all heavily booked.	Prime 100% full nonprime 85% full	Shift in user type Minor Hockey, and figure skating up. More adult use. More adult demand.
Toronto	Not much negative overlap.	None	None
Brampton	Programed on a needs basis. No overlap.	None	Youth hockey down, adult hockey up considerably. Can not fullfill all requests.
Halifax	Good coordination, no overlap between agencies.	None	Decrease in child enrollment. Adult Hockey up.

Arena Supply in Selected Canadian Cities

	Calgary	Vancouver	Edmonton	Regina	Saskatoon	Winnipeg	Toronto	Brampton	Halifax
Population	620,000	420,000	570,000	174,000	170,000	604,269	610,496	170,000	115,000
Indoor Arenas									
Municipal	17	8	17	7	10	18	7	9	3
Community	17	0	0	0	0	6	0	0	0
Private	3	0	8	0	0	1	1	0	0
Institutional	1	2	2	0	1	2	1	0	2
Society	3	2	2	3	0	2	0	0	1
Other	1	0	0	0	0	0	0	0	2
TOTAL ARENAS	42	12	29	10	11	29	9	9	8
# People / Arena	14,762	35,000	19,655	17,400	15,455	20,837	67,833	18,889	14,375
# People/City Arena	36,471	52,500	33,529	24,857	17,000	33,571	87,214	18,889	38,333
City Standard	15,000	NA	31,000	17,000	20,000	35,000	NA	20,000	NA
Net Operating Loss	2,042,615	523,806	1,185,470	430,000	785,100	1,875,400	NA	NA	152,958
Average Loss/Arena	$120,154	$65,476	$69,734	$61,429	$78,510	$104,189			$50,986

Impact Matrix

Areas of Impact	Status Quo	Subsidize Community Assoc.	City Contracts Supply	Increase fees to Community level
Cost to City	$100,000 to $140,000 per Arena annually $1.7 to $2.38 Million	$20/User Hr Subsidy(Prime) if all Community minor sport activity subsidized the cost would be $25,760 per arena or $437,920 per year	@$55/ Contracted Hour 6Hrs/wk x 17Arenas x 24wks $134,640 to Communities $85,680 MH Fees to City $48,960 shortfall made up by additional Adult time.	$35 to $55 per hour $504,900 Increase in Re Decrease in operating budget by $0.5 Millio
Cost to user (Fees)	No Change $35 Youth $72 Adult	Community fees lowered to match City All Youth at $35/Hr	Fees remain the same.	Increase of $20/hour to match Community Fees No change to Community Major change to City Users
User Satisfaction	No immediate change Growing concern by Communities relative to subsidy impact.	All youth users satisfied. City wide groups have to deal with 17 arenas to arrange ice time.	Community users slightly dissatisfied due to loss of ice time. City wide users satisfied..Increase in hours at same fee.	City users extremely dissatisfied. Possibly some users unable to meet new prices.
Demand for Ice Time and New Arenas	No change Growing need for Adult Ice Time	Demand would increase with communities groups desiring to play more for less. City wide groups trying to get time vis-a-vis community groups.	Expanded supply to city groups. Lack of price restraints may result in demand for more times per team.	Should dampen demand. Some users at lower end of income scale may not stay in programs.
Other considerations	More Community Arenas Than City Arenas Arenas built as community views need, not as result of overall need. Better service standard at community level. Two systems serving users	Subsidy results in less Community commitment and initiates continued dependency. Accelerates demand for even more arenas. Less incentive for community to be economical	May result in increase demand for new arenas. Better integration of use between City-Community. Creates more opportunity for Adult use in City System.	Closes gap between City-Community systems. Fee change may be difficult for users to cope.

Impact Matrix (Continued)

Areas of Impact	Transfer Community arenas to the City	Transfer City arenas to the Communities.	Graded fee increase 15%p.a.to Going Rate	Graded fee + Contract Supply
Cost to City	$120,000/Arena annually @17 Arenas = 2.04Million additional budget burden. Revenues required to offset would have to approx. $63/Hr of ice use.	$120,000/Arena annually @17ARENAS = 2.04Million SAVINGS per year.	Year1 $35 to $40/hour Rev increase of $126,225 in year 1 Revenue increase of $656,370 by year 4	Increase in revenue from $126,225 in year 1 to $656,370 by year 4
Cost to user (Fees)	Reduction in fee to previous Community Users. To absorb Cost new fees would have to be set at $50.50 Youth and $96.50 Adult to equal $63/hr income	Increase in fees to the going rate of communities $55/HR.	Increase fee $5 to$8/hr/y Year 1 $40/Hr Year 2 $46/Hr Year 3 $53/Hr Year $61/Hr or matched Community rate.	15% Increase in fee annually over next four years. Accompanied with an increase in user hours equal to the addition of one arena.
User Satisfaction	City wide users would have double the amount of ice time, but pay a significant fee increase. Community users would have less ice time.	Increase in satisfaction for community users. Highly dissatisfied city users, unless involved in use/time allocations.	Some dissatisfation with fee increase	Dissatisfaction over fees partly offset by increase number of user hours.
Demand for Ice Time and New Arenas	The necessary price increases may dampen demand. If some form of user subsidy continued demand would increase. Central control would moderate community demand and accelerate city use.	The higher prices should dampen demand.	Some dampening of demand	Some dampening of demand Demand fulfilled within existing system.
Other considerations	High costs to taxpayer	May require development of Societies or Mgt Bds to insure city wide use. Loss of City control.	Better viability for Community arenas. Less subsidy costs to Cit fee increase gradual.	Greater integration of City-Community system. Closes competition gap and increases partnership in overall supply. Increased viability for all.

- Allocation by Regional or District Councils

Each City contacted had distinct sport traditions, financial constraints, and climatic conditions which have led to different needs and specific responses, therefore it may be inappropriate to suggest any one system as a model. However, the City to City review does illustrate the comparative strength of the arena supply in Calgary.

ALTERNATIVES

Analysis of Action alternatives aimed at the resolution of current arena concerns is detailed on the adjacent impact matrix. The options reviewed include:

- Maintain the status quo: continue as two separate pricing entities, continue subsidies to City users, budget for continuing deficits, and sustain the current community/municipal balance.
- Subsidize community association arenas: make the same subsidy opportunities available to community users as are available to municipal users.
- Contract ice time from community arenas: purchase ice time from community arenas at their cost and allocate it to City wide users, greater integration of community/municipal system.
- Increase user fees: bring municipal fees and charges to a parity with community costs and charges, decrease competition between supply systems.
- Transfer community arenas to the City: if community facilities become financially troubled or no longer community supported transfer them to the municipal system.
- Transfer City arenas to community associations and/or voluntary groups: reduce deficits by actively encouraging the leasing of City facilities, or decentralizing the system through local or district arena boards.

CONCLUSION

- The price differential between community and municipal arenas is an operational constraint to community operators and an equity issues among users.

- o Community arenas, due to greater operational efficiencies and revenues, operate at significantly less cost than municipal arenas. However, they do not serve citywide needs in the same manner as municipal arenas.
- o Calgary's current level of development at a ratio of 1 arena to 15,000 people is one the highest provision rates in the country and is considered adequate to meet established needs in the greater Calgary community, with the possible exceptions of specific needs related to institutional populations and/or anomolies in geographic distribution.
- o Although there may be a positive increase in numbers (due to overall City growth) the percent of the population participating as the primary City users - Minor Hockey - has decreased. This trend verified in other Canadian cities can be expected to continue. However, it is countered by an increasing trend toward greater adult hockey participation.
- o User populations desire to utilize ice between the period 6:00 PM to 10:00 PM. As arenas continue to expand, these time periods become booked creating openings in the nonprime and less desirable prime time opportunities. It can be expected that arena development at a ratio greater than 1:15,000 will aggrevate facility utilization during nonprime hours, and also effect the determinations of what is now considered to be prime time.

RECOMMENDATIONS

Upon review of the various alternatives, in context with the statements from user group executives and community operators, the following recommendations are put forward as policy guidelines:

1. Close the price gap between community and municipal arenas by establishing a graded fee increase for municipal arenas over the next three years to bring municipal arenas to parity with community operated arenas.
2. Ensure an adequate supply of municipal ice to City wide groups by maintaining a minimum of 17 ice surfaces deemphasizing lease options over the next five years.
3. Establish an Arena Managers Coordinating Committee open to all arena operators in the City to explore and work toward cooperative solutions to the following issues:
    - o Central booking opportunities

- Time allocations and level of service
- Ice use policies
- Rates and fees
- Marketing
- Cooperative equipment pooling
- Training and procedures

4. Establish an Arena Users Advisory Committee for City arenas to consult with the Department on such issues as:
    - Marketing
    - Productivity
    - Volunteers
    - Rates and fees
    - Ice time allocations
    - Facility/user services

5. The current arena development standards approved in the 1985 five year capital budget process should be retained. That standard is set by the following criteria:
    - 1 arena per 15,000 population calculated City wide
    - A catchment area of 3Km radius
    - A level of use in existing arenas of not less than 90 percent of all available hours
    - a recovery rate of 50 percent

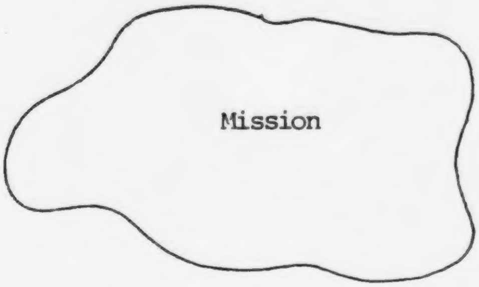
6. In order to maximize the efficient use of ice during prime time, minor hockey users will be encouraged to utilize split ice where practical for scheduled practice periods during prime time.

APPENDIX R

FACILITY MARKETING STRATEGIES

Prior to the development of the Strategic Marketing Plan, the Marketing Section was largely reacting to the many requests and demands made by the various sections of the Parks/Recreation Department as well as outside organizations and corporations. The existing mission and available resources were also in a evolving stage due to the ever changing requests made upon them.

Prior to Strategic Marketing Plan:



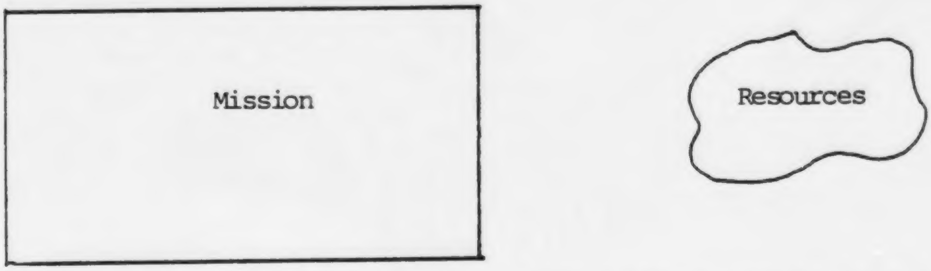
The Strategic Marketing Plan was developed with an aim to refine and define the Marketing Section mission. During the process (detailed in the attached Strategic Marketing Plan Outline) over sixty tasks were outlined requesting Marketing Section's involvement. These requests were further grouped to form the eight major objectives of the Marketing Section in 1987, thus defining the realm of responsibility of the section.

These objectives are:

- To enhance the effective use of advertising and printing efforts.
- To ensure higher profile with operational arm.
- To ensure the department has a strong community image and the public are aware of all the department's services.
- To ensure co-sponsorship efforts are effectively utilized within the department.
- To ensure adequate support services.
- Enhance the planning and utilization of marketing research.
- Investigate the use of cost/benefit.
- Ensure strong customer relations training.

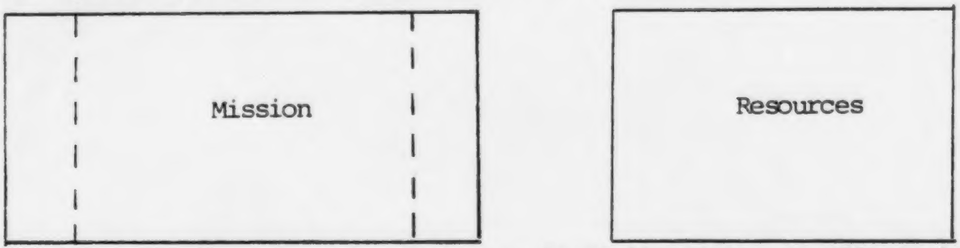
.../2

After Strategic Marketing Plan:



The next step was to match the defined mission with available resources. With existing resources the magnitude of the mission could never be fully realized. Permanent staff was capable of addressing approximately 40 percent of the defined requests, which includes additional support from the phone line and secretarial staff. The resources were further expanded in order to cover the remaining 60 percent with the planned addition of grant staff, students, functional staff support and executive support.

After the Marketing Section & Executive refined the resources of the Marketing Section based on the need from the Strategic Marketing Plan:



Also, these were five requests that were found impossible to address in 1987:

- P.R. Plan creation and implementation.
- Computer Tracking System.
- Computer Tracking for Phone Lines.
- Functional Support Training.
- Involvement with Special Committees.

CALGARY PARKS/RECREATION DEPARTMENT
STATEGIC MARKETING PLAN OUTLINE

PRIOR TO MAY/86

- Identify A Need
- Internal Support (Feb/Mar)
- Evaluation of Western/Eastern Canada's Municipal Marketing Efforts
- Identify Market Research Needed

MAY

Develop Stategic Marketing Process
Develop Resource List
Marketing Research Need Identification

JUNE

Develop Group Packages
Research Needs
Marketing Plan Content Needs

JULY

Develop First Draft of Marketing Plan Outline
Initial Workshops
- Leisure Centres
- Pools
- Leisure Services

AUGUST

Arena & Athletic Park Workshop
Development of Budget
Second Draft of Marketing Plan Outline
Arena & Athletic Park Workshop Follow-up & Evaluation

SEPTEMBER

Development of Situational Analysis
Second Meeting with Leisure Centres
Market Research

OCTOBER

Follow-up Workshops
- Leisure Services
- Pools
- Arenas
- Leisure Centre

Initial Workshops
- Parks
- Golf Course

Develop Future Package

NOVEMBER

Strategic Planning Efforts
Follow-up Workshops
- Leisure Centre
- Leisure Services
- Parks

Management Meetings
Initial Workshop
- Marketing Section

DECEMBER

Follow-up Workshop
- Marketing Section

Proofing First Draft Stategic Marketing
Marketing Section (Manpower Plan)
Develop Second Draft Stategic Marketing

POST 1986 EFFORTS

- Develop large charts and matrix to monitor the Marketing effort
- Continue to work with the six Marketing Plans to ensure the work is completed
- Fall of 1987 will begin an update process on the plan for specific 1988 Marketing objectives, strategies & budgets.

SITUATIONAL ANALYSIS

FACILITIES DIVISION

A. BACKGROUND

1. Changes/Additions:

- o No new facilities
- o Maintaining and repairing existing facilities

2. Trends/Projections:

- o Must increase promotional efforts
- o Trend towards special event programs.

B. CURRENT STRATEGY

1. Product:

The Facilities Division offers a broad range of leisure and recreational activities. Everything from solitary endeavors such as weight lifting or driving range practice to team sports such as soccer or basketball.

Fun appears to be the major benefit, although excitement, competition, comeraderie, social ineraction and skill development are other important reasons that Calgarians use our facilities.

Overall client perception appears to be good, although any research that has been done is specific to facility areas and will be identified within their specific marketing plans.

2. Place:

Serving all Calgarians on a community and city-wide basis the Facility Division strives to accommodate all age groups.

3. Price:

All prices are set by:

- o Policy
  - o market sensitive
  - o must accommodate the economically disadvantaged

- o Competition
  - o price will depend on the level of service demanded by users

4. Promotion:

- o Vehicles:
  - o co-operative media buying between facilities would increase efficiency.

- o Cost/benefit:
  - o analysis should be done over one year and the trends examined.

C. ENVIRONMENTAL FACTORS

1. Economic:

- Depressed economic climate will cause a decrease in the number of times users visit a facility.
- Economically disadvantaged must be accommodated and they are increasing in numbers.
- A basic level of service must be determined.
- Demand for expensive amenities must be put in economic perspective.

2. Legal:

- Facilities must be careful to examine opportunities closely for possible dangers but can't be scared to try new ideas.
- Other groups must be encouraged to become proactive.
- Occupier's Liability Act must be closely adhered to.

D. OPPORTUNITIES/THREATS

opportunities

- Impose customer relations.
- Increase promotional efforts through cosponsorships.
- Continue capital improvements.

Threats

- Budget restraints.
- Facility aging.

E. STRENGTH/WEAKNESSES

Strengths

- Public support.
- Knowledgeable staff.

Weaknesses

- Resistance to change.
- Slow reaction time.

SITUATIONAL ANALYSIS

ARENAS

INTRODUCTION

There are 13 city-owned arenas in 10 locations throughout Calgary with a total seating capacity of over 5,000. Their goal is to provide the opportunity for fun, fitness and competition for all Calgarians. Organizations associated with the Municipal Arenas include: Minor Hockey, Calalta Figure Skating, Ringette, adult hockey groups, the disabled, indoor soccer and lacrosse leagues, hockey school, ball hockey teams, and exhibitioners.

Arenas	Address
Father David Bauer Arena	University Drive & 24th Ave. N.W.
Norma Bush Arena	University Drive & 24th Ave. N.W.
Shouldice Arena	13th Ave. & Home Road N.W.
Renfrew Arena	14th Ave. & 8th St. N.E.
Henry Viney Arena	14th Ave. & 8th St. N.E.
Thornhill Arena	Simons Valley Dr. & 68th Ave. N.W.
George Blundun Arena	5020 - 26th Ave. S.W.
Optimist Arena	5020 - 26th Ave. S.W.
Stu Peppard Arena	19th Street & 54th Ave. S.W.
Ernie Starr Arena	48th Street & 14th Ave. S.E.
Rose Kohn Arena	502 Heritage Drive S.W.
J. Condon Arena	502 Heritage Drive S.W.
F. McCool Arena	Lake Bonavista Drive & Acadia Drive S.E.

A. BACKGROUND

1. Growth/Additions:

   - Upgrading has been completed at Shouldice, Thornhill, Ernie Starr, Optomist, Renfrew and Viney arenas.

   - Foothills arena has been upgraded and is now called the Father David Bauer Arena.

2. Volume:

3. Revenue/Expenditure:

   - 50% recovery.

4. Advertising/Printing Costs:

5. General Trends/Projections:

   - Future provision of arenas will be by the City, community and private sector, however community initiated and funded arena projects will be supported when identifiable distribution deficiencies exist.

- One new arena, possibly a twin, may be required in the northeast in the next 10 years and one in the southeast, may be required within 15 years, depending on population increases.
- Future success in the arena delivery system will require increased dependence upon the Arena Manager's Advisory Group and the Arena User's Advisory Group.

B. CURRENT STRATEGY

1. Product:

Results from a 1986 survey showed that, generally, those surveyed were:

- receiving "good to excellent" value for the money spent (82%). A majority (61%) also felt the availability of ice in Calgary was "adequate to very adequate".
- Minor Hockey is generally satisfied with the level of service, current fees and prime time ice allocations. They recognize that the City may need to increase fees to close the price gap between community and municipal arenas. They would rather see increases in fees than the erosion of the City system through leases to community "clubs". Minor Hockey executives point out the need to maintain a system which serves all elements of the City. Youth in communities without community arenas should have an equal opportunity to be involved in winter sport activities.
- Calalta Figure Skaters are satisfied with the current supply/price situation. They express a strong need for a purpose built facility or renovation of an existing facility to meet the unique requirements of figure skating. They note a growing interest in precision skating. The Calalta organization feels that it could with appropriate assistance from the City undertake to operate an arena as a society and meet many of the figure skating needs of Calgary. Calalta is concerned that a price increase will have an adverse effect upon participation in their programs.
- Adult Hockey groups expressed general satisfaction with the city arenas, but had a universal concern with the amount of prime time they were allocated. Some expressed concern over the amount of ice time community arenas devoted to their own activities. It was felt that some minor groups were getting far more than 2 activity periods per week.
- Benefits gained appear to be health, fitness, social interaction, competition and relief from stress.

2. Place:

- Users: Sex/Age 59% Were Male Between 6-15 Years
  16% Were Female Between 6-15 Years
  84% Were Aged Under 19 Years

- 67% were at arena for hockey
- 71% were winter only users
- 59% use arenas equally weekends/weekdays
- 40% use arenas most heavily between 6-9 p.m.
- 53% preferred using arenas between 6-9 p.m.
- 69% used arenas 1-3 times per week
- 64% spent 1-2 hours each time at the arena
- 61% used the arena as a result of it being assigned or booked
- 27% used the arena because it was "close to home"

. users are city-wide
. there is a constant demand for more ice time.

3. Price:

. fees are kept at a minimum through subsidizations

. prime-time municipal:	youth	$35/hr.	
	adult	$72/hr.	-all 1986
. prime-time community:	member	$55/hr.	
	non-member	$77/hr.	

. In the 1984 survey:

- 82% rated recreation value "good to excellent" for the money spent
- 61% rated availability of ice in Calgary "adequate to very adequate"
- 64% suggested the recovery rate be "left as is"
- 43% said "no" to higher fees wile 41% said "yes" as a means of generating higher recovery.

4. Promotion:

. advertising and promotion is done through brochures, posters, public service announcements, newspaper ads, joint ads with other departments and word-of-mouth.

5. Competition:

. 15 community arenas
. Harvey Hall (Currie Barracks) operates in a similar fashion and services a user population similar to that of a community arena.
. The Corral, as a commercial operation, with broader scope than ice use, should be viewed in a separate class.
. The Max Bell, Memorial Drive and Sarcee Indian arenas serve adult hockey, minor hockey and school groups.
. arenas adjacent to Calgary.

C. ENVIRONMENTAL FACTORS

1. Economic:

   - high unemployment
   - less compensation availabilities from oil companies
   - less Government funding available - more efficient/productive
   - increase in operating costs

2. Demographic:

   - increase in "grey power"
   - single parent families on the increase
   - more flexibility in programming is needed to accommodate unemployed, retired, etc.
   - fewer children per family

4. Social/Cultural - minor hockey almost an institution.

   - place for social interaction
   - more and more pressure to offer non-traditional programs, such as broomball

5. Political:

   - decrease in Grant dollars
   - politicians are urging the Parks/Recreation Department to recover more dollars from fees

6. Legal:

   - increased concern for liability coverage.

7. Technological:

   - new techniques for ice installation and maintenance
   - increase of computers integrating with recreation programs (videos) and leisure education
   - increase of computer technology at work place, therefore, increase of physical activity during leisure time
   - more effective booking systems

SITUATIONAL ANALYSIS

ATHLETIC PARKS

INTRODUCTION

There are 15 city-owned athletic parks in locations throughout Calgary. Their goal is to provide high quality sports facilities and fields for softball, fastball, track and soccer for the enjoyment of all Calgarians. They are associated with sport associations, community teams, business leagues, service clubs, public and separate school boards, tourists and organizations for the disabled.

A. BACKGROUND

1. Changes/Additions:

   - totally automated irrigation systems have been installed at Glenmore and Mewata.

2. Volume:

1981	367,500
1986 est.	468,363

3. Rev./Exp:

	Rev.	Exp.	Recov.
1981	142,00	910,000	14.5%
1985	285,000	1,082,000	21.22%

4. Advertising/Printing Costs: Chart/Graph

   NONE

5. General Trends/Projections.

   - user groups are developing their own facilities.
   - McCall Lake Activity Park and the Southeast Industrial Park for soccer should be completed within 5 years.
   - one new athletic park shall be built in Northeast Calgary within 10 years and one in the Southeast within 15 years.

B. CURRENT STRATEGY:

1. Product:

   - opportunity for health/fitness, social interaction, competition and an outlet for built-up frustrations
   - no formal study done
   - lack of complaints suggests client satisfaction
   - new types of speed, drainage systems are providing better conditions during bad weather periods.

2. Place:

- city-wide
- almost exclusively spring/summer/fall
- 60/40 split between youth (60)/adult(40)
- 75/25: males/females.

3. Price:

- recovery objective - 40%
- competitive

4. Promotion:

- none

5. Competition:

- University of Calgary, SAIT, Mount Royal College

C. ENVIRONMENTAL FACTORS

1. Economic:

- high unemployment
- a low cost for benefit gained
- maintenance costs are increasing

2. Demographic:

- serving all Calgarians

3. Social/Cultural:

- baseball, soccer very popular because it is learned in school
- soccer is part of the heritage of many ethnic groups
- public supports the aesthetically pleasing use of the environment.

D. OPPORTUNITIES/THREATS

Opportunities:

- indoor soccer
- beer sales
- improved concessions
- weekend play

Threats:

- many groups are considering building their own soccer, rugby or baseball fields.

E. STRENGTHS/WEAKNESSES

Strengths:

- excellent fields
- support for all athletic groups
- affordable

Weaknesses:

- weather conditions
- lack of lighting.
- seasonal

THE FUTURE OF ARENAS AND ATHLETIC PARKS

Three groups were established in the past few years to facilitate a system of ongoing communications between the managers and the users of Municipal Arenas and Athletic Parks:

1. Arena Manager's Advisory Group
2. Arena User's Advisory Group
3. Athletic Park User's Advisory Group

Increased consultation and co-operation with these groups in the future has been identified as essential to continued success in providing competitive team sport opportunities for Calgarians.

Some of the key issues that these groups must address in the future includes:

- Diversification of services offered in order to increase non-prime-time use.
- Alternate sources of revenue and funding (co-sponsorships, paid parking, etc.)
- Flexible rates and fees schedules to encourage non-prime-time use such as weekend use of athletic parks.
- Negotiations with the Minor Hockey League and other user groups in order to free up some prime-time for non-competitive, fun skating opportunities.
- Feasibility of developing support facilities at Shouldice Athletic Park such as lounges/concessions.

The degree of success or failure that City Arenas and Athletic Parks experience in the next 10-15 years will depend to a great extent on how effectively these opportunities and trends are managed in the near future. With this in mind, two distinct goal statements can be deduced:

1. To work co-operatively and positively with community groups in order to...
2. insure the effective and efficient scheduling, operating and marketing of areas and athletic parks.

From these two goals, six objectives with specific strategies and tactics have been identified as realistic and attainable within the next three years.

Although some of the strategies that were developed for this plan apply to both Arenas and Athletic Parks, it should be noted here that the majority do not apply to Athletic Parks. This is the result of a decision to focus our primary marketing thrust toward those facility areas with the greatest need, in this case, Arenas. Future updates and plans will attempt to redress this imbalance as priorities and conditions change.

Implications to the Marketing Section:

- continue to market current users to ensure optimal awareness and utilization
- greater emphasis will be placed on customer relations
- remain conscious of the ongoing population's needs and wants
- more market research is needed to continue in order to make certain assumptions
- have an ongoing "Mystery Shopper" to assess level of customer service, hence, customer satisfaction.

Target Markets:

Marketing Mix

- organized skaters and hockey players families
- families

Product:

- continue to develop co-operation with community and other organiations arenas
- revitalize public skating and create new programs to better meet the needs of leisure and less competitive users of arenas
- increase customer relations efforts to increase customer satisfaction and comfort levels

Place:

- attempt to change their scheduling policies to accommodate more family or leisure use. This will be done through negotiations with minor hockey and figure skating associations.

Price:

- increase of fees within the next five years in order to match the fee rate of community arenas. This will eliminate booking problems within municipal arenas.

Promotion:

- increase co-operation with media
- increase non-prime-time awareness through aggressive marketing, i.e. special events co-ordinator.

Competition:

- co-operation with community arenas through arena managers advisory group.

Objectives:

- to continue to develop co-operation with community groups and other organizations.
- to increase an understanding of the market in terms of needs, interests and benefits.

- to increase non-prime-time and off-season use of a) arenas and b) increased use of athletic parks
- to continue to improve our public relations efforts with an emphasis on customer services
- to better meet the needs of informal, recreational and less competitive users of arenas.

MARKETING STRATEGIES

OBJECTIVE: 1. To continue to develop cooperation with community groups and other organizations

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
a. Clarify the support role of the DR's and continue to develop and utilize their contacts within the community.		Summer 1987	None	Arena Management	Increased community involved
b. Facilitate regular meetings between municipal and community arena managers.		Spring 1987	Minimal	Arena Management Athletic Park Management	Regular meetings
c. Facilitate the packaging and marketing of qualiy profit oriented social recreational opportunities to businesses, allumnis and other organizations.		Summer 1987	to be determined	Arena Management Athletic Park Management	Packaged opportunity available

Note:

Strategies in bold print apply to both Arenas and Athletic Par

MARKETING STRATEGIES

OBJECTIVE: 2. To increase our understanding of the market in terms of needs, interest and benefits.

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
a. Conduct a large-scale city-wide survey in conjunction with the community arenas, the Minor Hockey Assoc. and one or two other groups (such as Calalta Figure Skaters) to determine the level of support among the parents of program users for:		Spring 1988	T.B.D.	- Arena Managers Planning Section - Marketing Section Minor Hockey Association	Tabulated results from a representative and valid number of parents of program users
1. The amount of ice time currently allotted to programs and...?					
2. Less competitive fun programs during prime time					
b. Conduct research surveys on an annual basis as needs are identified.		Winter 1987, 88 and 89	Minimal	Arena Managers Marketing Section Planning Section Arena Manager's Advisory Group	At least one completed survey each spring

MARKETING STRATEGIES

OBJECTIVE: 3. To increase non-prime and off-season use of (a) arenas and (b) increased use of athletic parks. (overall)

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
a. Offer free public skating in arenas with concessions and generate revenue by selling quality food and drinks.		Investigate for viability in Spring 1987	Inventory concession staff	Arena Management	Well attended free public skating times that are generating revenue.
b. Install popcorn machines in arenas without concessions		Winter 1987	cost of machines	Arena Management	Popcorn machines in all arenas without concessions
c. Hire a special events coordinator to plan and organize creative special events activities, and programs in conjunction with the community, DRS's Cultural services, the media and other interested groups		Spring 1987	salary car allowance	Arena Management Marketing Section	A permanent special events coordinator position

Note:

Strategies in bold print apply to both Arenas and Athletic Parks.

MARKETING STRATEGIES

OBJECTIVE: 4. To continue to improve our public relations efforts with an emphasis on customer services

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
a. Set-up an on-going "Mystery Shopper" type program which would assess the level of Customer Service available at the arenas		Set-up system Summer 1987 Winter 1987	Free passes	Marketing Section facility Manager Student research	One completed assessment each Spring
b. Conduct a monthly on-site survey of arena users.		Ongoing	Minimal	Marketing Section Arena Management Arena Foremen	Monthly survey summaries
c. Installation of "Call Bells" in arenas presently without them		Winter 86/87	from operating budget	Arena Foremen	"Mystery Shopper" assessment will test "call bells"
d. Purchase distinctive jackets and crests for arena personnel so that they are easily identifiable		Winter 86/87		Arena Management	"Mystery Shopper" assessment will evaluate effectiveness
e. Increase Customer Relations training for field staff.		Summer 1987	Minimal	Arena Management Staff Training and Development for staff	Increase in number and type of programs available
f. Provide an improve experience for arena users and spectators through: 1. Improved Catering 2. Better seating 3. Better temperature co[illegible]l.		Ongoing	operational	Arena Management Arena Foremen	Monthly surveys will indicate improvement

MARKETING STRATEGIES

OBJECTIVE: 5. To better meet the needs of informal, recreational and less competitive users of arenas.

STRATEGIES	DESCRIPTION	SPECIFIC	BUDGET	RESPONSIBLITY	EVALUATION
a. Revitalize public skating by developing innovative programming strategies through research and consultation with the public.		Fall 1987	T.B.D.	Marketing Arena Management	Increased attendance during public skating times.
b. Develop creative programs (as identified during the Arena's Workshop) in cooperation with the District Recreational Supervisors and Cultural Section		Planning Spring 1987 for Winter implementation -Planning Winter 87 for Summer 88 implementation	T.B.D.	Arena Management Marketing DR's	Increased availability of new programs
c. Facilitate the increased use of grants to hire people with expertise in programming to train and assist the Arena foremen, or..facilitate the hiring of "Area Programmers" on a permanent basis		Research Winter Implement Winter	T.B.D.	Marketing Section Arena Management	Increased number of Grant Staff who have programming expertise or...Area Programmers on staff
d. Develop a program of co-ownership where by a musical group or other organization could use an area and pay for ice time through a percentage of the gate		Winter 1988	None	Marketing Arena Management Arena Foremen	An arena has organized at least one event
e. Develop alternative outdoor skating facilities.		Plan Fall/Winter 1987	T.B.D.	Leisure Services Parks Division Arena Management	Alternative outdoor facilities available

SUPPORT NEEDS

	DESCRIPTION	TIME LINES	BUDGET	PERSON
MARKET RESEARCH	Marketing and planning Sections to asist in development of research instruments, collection of data and interpretation of results	Ongoing	Minimal	Clay Melnike
TRAINING	Customer Service and programming related training for field staff	Ongoing	Minimal	Lynn Cubitt
OTHER BUDGET				
OTHER NEEDS	Support of District Recreational Supervisors, Cultural Services, Staff Training & Development and the Marketing Section	Ongoing	Minimal	Joe Strutt
	One permanent staff position for coordinator of Special Events	Spring 1987	T.B.D.	Peter Comer
	Possibly one "Area Programmer" for each of the four areas		T.B.D.	Peter Comer

1986 PROMOTION AND ADVERTISING BUDGET

The 1986 Promotion and Adversiting Budget for Arenas totalled $4,000. and was spent on Public Skating flyers and poster, other posters and two to three ads in the newspaper.

ADVERTISING/PRINTING
1987 BUDGET

The Promotion and Advertising Budget for 1987 is the same as that of 1986 - $4,000. This will be spent on posters, flyers and two to three ads in the newspaper.

Two needs that have been identified for future advertising and promotional endeavors are:

1) Individual flyers for each facility and,

2) a Facility/Department brochure

CEMETERIES
MARKETING
PLAN

(To be completed in future years)

SITUATIONAL ANALYSIS

CEMETERIES

INTRODUCTION

. The Department is responsible for the operation of five cemeteries in Calgary.

1) Queen's Park Cemetery,

2) St. Mary's Cemetery,

3) Union Cemetery,

4) Burnsland Cemetery,

5) Chinese Cemetery.

. The cemeteries total 95 hectares with approximately 19 hectares of land still available; sufficient to meet the needs until the end of the century.

A. BACKGROUND

1. Growth/Changes:

   - approximately 2 acres interment land added to St. Mary's Cemetery.

2. Rev/Exp. 1981: deficit 394,482 62%
   1985: deficit 275,989 75.7%

3. Volume

Volume	: 3150	1121/30%	/47%
1985:	2950 deaths	1437 crem.	1112 buried
		49%	38%

4. Advertising/Printing Costs:

5. General Trends/Projections:

   . Cremations increasing because of awareness of costs involved in burials.

   . Demand to facilitate educational and passive re-use.

   . Mortality rate stable.

   . Need to conserve space - cremations, re-use/stacking.

B. CURRENT STRATEGY

1. Product:

   - Passive recreation available but not advertised.
   - Vandalism under control, security increased, police awareness increased.

2. Place:

   - Serving all Calgarians.

3. Price:

In determining 1986 Cemetery fees, the Parks/Recreation Department has applied the following policy as adopted by Council in March, 1977.

a) Purchase of Graves and Petpetual Care

Charges to City of Calgary residents for purchase of graves and perpetual care are based on original land costs, capital involvements and projected maintenance costs at present value based on assumed rates of interest and inflation.

Non-Calgary residents are assessed rates based on full cost recovery with land value at present day values.

A millrate subsidy of 50% applies in accordance with legal requirements under the Cemeteries Act. for circumstances such as destitute and indigent persons, and former members of Her Majesty's Armed Forces.

b) Interment Services

These services are to be self-sustaining, relating directly to labour, truck and equipment costs and are fully recovered through fees charged.

c) Rates Comparison

A comparison of rates for Cemeteries immediately adjacent to Calgary follows:

	1985 Costs
Rockyview Garden of Peace	$325-400 (Flat Marker)
Mountain View Memorial Gardens	$500 (Average) (Flat Marker) $1200 (Maximum)
City of Calgary	$488 (Flat Marker) $603 (Upright marker)

d) 1986 Fees/Revenues

The application of the Perpetual Care Formula in 1985 would have resulted in a reduction to costs of graves since the actual development costs were lower than normal in 1984. To establish cost of graves for 1986 and future years, the development costs have been averaged from 1983 to 1990.

4. Promotion:

- Against policy
- Necessary to inform - not necessarily promote.
- Placement of one ad per year asking the public to remove artificial flowers for the winter months.

The Future of the City of Calgary Cemeteries

With a stable mortality rate. better utilization of land and an increasing awareness and acceptance of cremations. the need for land acquisition is projected to be 160-200 acres in the next 20 to 25 years.

Due to a management perception that Calgarians are very satisfied with the level of service being offered and that any increase in promotional efforts would not be in good taste, no marketing objectives have been identified in this Marketing Plan.

SITUATIONAL ANALYSIS

GOLF COURSES

INTRODUCTION

The City operates two 18-hole, three 9-hole and three par executive 9-hole courses on over 250 hectares of land.

Golf Course	Address
Confederation	19th Street & Collingwood Drive N.W.
McCall Lake	1600 - 32nd Ave. N.E.
Lakeview	5840 - 19th Street S.W.
Shaganappi	1200 - 26th Street S.W.
Richmond Green	33rd Ave. & 25a Street S.W.
Mapleridge	1240 Mapleglade Drive S.E.

Other opportunities include two driving ranges and cross country ski trails at three of the courses. Organizations associated with the Municipal Golf Courses include:

- Foothills Nordic Ski Club
- Corporations
- Specialty groups
- Calgary Board of Education
- University of Calgary, SAIT, Mount Royal College.

The main goal of the City Golf Courses is to provide golfing opportunities to the general public at a reasonable cost to the taxpayer.

A. BACKGROUND

1. Changes/Additions:

   - There has been increased capital input.
   - There has been increased marshalling which has improved service.
   - A beer/wine concession was added to Confederation Golf Course with the upgraded facilities.
   - More money was allotted to maintenance.
   - A new irrigation system is under way and will be 95% complete this year at Shaganappi.
   - A footpath system has been installed at Shaganappi.
   - One hole has been improved at Shaganappi.
   - An improved irrigation system at Lakeview has resulted in reduced maintenance requirements; freeing up personnel for other duties.
   - A Fairway Verticut was purchased to remove thatch from all golf course fairways.

2. Volume:

3. Rev./Exp:

4. Advertising/Printing Costs:

5. General Trends/Projections

   - Courses are being utilized to a greater extent with more use of the 9-hole golfing.
   - More women are golfing.
   - People are golfing more often, which ties in with the increased use of 9-hole courses.

B. CURRENT STRATEGY

1. Product:

   - An active recreation opportunity.
   - An open-space amenity which offers the benefits of fresh air, fun, enjoyment, health, fitness and prestige.
   - Most users are satisfied with prices and feel they are getting fair value - both young and old users are on the increase.
   - Municipal courses offer good playability, various degrees of difficulty and good conditions, although their pathway systems are not completely developed.
   - Confederation and Maple Ridge are used by general public for cross-country skiing, with lessons organized by Central Recreation Services. Shaganappi offers cross-country skiing with floodlit trails for night skiing.

2 Place:

   - Locations are predominately in northwest and southwest Calgary, however, the Golf Courses serve all Calgarians.

   Major Client Groups are:

   - Adult male Calgarians
   - Men's and ladies' clubs

General Profile of Golf Course Users:

% of Population Participating

34% of adults use municipal golf course at least once per year (3).

USER CHARACTERISTICS

GENDER

	1984	**1985**
• male	75%	65%
• female	24% (1)	35% (2)

HOUSEHOLD

Marital status of users:

	1984	**1985**
• married	80%	75%
• single	13% (1)	19% (2)

Size of household of users:

	1984	**1985**
• 2	63%	51%
• 3	12%	17%
• 4	13%	14%
• 1	7%	7%
• 5 or more	5%	10% (2)

# of people in household that golf:

	1984	**1985**
• 2	45%	50%
• 1	44%	31%
• 3 up	11% (1)	18% (2)

3. Price:

. Responsive to course conditions.

. Responsive to market conditions; compare fees to competition on a regular basis (Edmonton, Regina, and local courses).

4. Promotion:

   - word-of-mouth
   - positive media support
   - no paid advertising

5. Competition:

   - ten private courses
   - eleven public courses in Calgary and area.
   - Because of the number of courses per capita, there is virtually no competition; all price ranges are represented. This could change in the future.

C. ENVIRONMENTAL FACTORS

1. Economic:

   - Golf course use as a percentage of population has increased from 47% in 1981 to 53% in 1985 - 6% increase, therefore economic climate has not adversely affected golf course use. However, an improved economic climate may necessitate the building of more golf courses.

2. Demographic:

   - aging population will be seeking healthful but less strenuous activities
   - increased education causing increased demand for quality leisure activity

3. Technological:

   - an increase in the use of video computer for assistance is causing a decrease in lessons
   - new technology in equipment and balls may affect play in the future.

4. Social/Cultural

   - public support for preservation of natural environments is passed on to gold courses

5. Legal:

   - increase in liability demands may affect costs in the future

D. OPPORTUNITIES/THREATS

- demand for golf course in northeast and southeast Calgary

- current facilities are not encouraging the socialization aspect of golfing.

E. STRENGTHS/WEAKNESSES

- excellent aesthetics
- open space within the city
- available to all people at reasonable rates

- attracting the bad golfer
- booking procedures and reduced-fee groups make it hard for non-regular players to get on the courses
- seasonal
- limited capacity
- restricted to types of activities that won't damage courses.

FUTURE OF CALGARY GOLF COURSES

Research shows that there will be an integration of computers in golf course operations in the future. Computerized irrigation systems are already in place on many courses and computers will also be used in golf course booking and registration processes.

Other considerations are:

- there will be little or no increase in new construction of facilities
- there will be an increased emphasis on customer relations
- development of more convenient clubhouses will be necessary to compete with public and private courses.
- co-ownership opportunities will become more frequent
- there will be increased co-operative efforts between all public and private golf courses in order to provide quality course time for all users.

Implications to Marketing Section

- restructuring in the use or purpose of seasons passes that will hopefully eleviate booking problems
- introduction of co-sponsors to minimize the costs of score cards and tournaments
- improve public relation and image through proper utilization of media
- promote non-traditional activities during off season like cross country skiing

Target Markets

- o youth
- o current users
- o corporations and organizations

Product

- improve clubhouse facilities
- develop knowledgeable staff
- increase amount of City run tournaments

Place

- improve signage to and on golf course
- increase parking facilities
- restrictive seasons passes so there is no glut of pass holders during prime time.

Price

- investigate co-ownership opportunities
- investigate co-sponsorship opportunities
- review the use of passes

Promotion

- improve advertising through yellowpages, score cards, passes, co-sponsors
- improve public relation efforts through media
- increase general awareness through education

Competition

- work co-operatively with all other public or private golf courses

Directional Statement

- the main goal of City golf courses is to provide golfing opportunities to the general public at a reasonable cost to the tax-payer.

Objectives

- to increase customer satisfaction
- to increase golf course revenue
- to increase public awareness
- to improve scheduling and operations system

MARKETING STRATEGIES

OBJECTIVE: 1. To increase customer satisfaction

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
To improve - clubhouse - golf course	Provide more conveniences, such as halfway concession booths	Spring '87 - - Fall '89	Capital Budget 'Annually'	Department Executives & Golf Course Managers	Get full support from executives.
Increase operational support efforts	Review policies More knowledgeable staff, more research	Ongoing Spring '87-Fall '89	Varies Operating Budget Annually	Golf Course Managers, Personnel, Marketing Staff Development	When situation improves: - workshops - needs research
Staff Training	Develop awareness and knowledge through workshops	Spring of 87,88,89	Minimal	Golf Course Managers Marketing Section	When User Satisfaction survey shows improvement

MARKETING STRATEGIES

OBJECTIVE: 2. To increase golf course revenues

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
Investigate co-sponsorship opportunities	Co-sponsorship of: -Score Cards - Tournaments	Ongoing Spring '87 - Fall '89	Annual Operational Budget	Golf Course Managers Managers and Marketing Section	When costs are reduced
Investigate co-ownership opportunities	City Land/Private Operator	Ongoing Spring '87 - Fall '89	None	City Administration Purchasing, Golf Course Manager	When some golf courses are sold
Review current Policies	New Developments Control use of passes, budgets, Course Cooperation	Annually starting Spring '87	None None	Golf Course Managers & Department	Reduced costs from significant changes of policies
Increased support of Tournaments	Through Co-sponsorship and grants	Ongoing Spring '87 - Fall '89	Minimal	Golf Course Managers & Marketing	Increase of Tournaments
Create Cooperative efforts between other public and private golf courses	Encourage cooperation of ideas, methods, policies futures	Ongoing	None	Golf Course Manager & Superintendent of Courses	When costs are reduced

MARKETING STRATEGIES

OBJECTIVE: 3. To increase public awareness

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
General Awareness of Calgarians	Through education	Ongoing Spring '87 Fall '89	T.B.D.	Golf Course Manager & Marketing Section	Increase of Golf Course Awareness
Improve Signage	To and on Golf Course	Spring '88 Fall '89	T.B.D.	Golf Course Manager & Staff	Noticeable Fewer Complaints
Improve Advertising	Through white/ yellow pages, score cards, passes, cosponsors	Ongoing	T.B.D.	Golf Course Manager & Marketing Section	Increase of Revenues Usage
Improve Public Relation Efforts	Through media: - column in papers - pre-season promo - free time for media personnel	Ongoing Spring '87 - Fall '89 Plan to be developed in the winter of every year	T.B.D.	Golf Course Managers & Marketing Section	Noticeable increase in: Image Usage Revenue

MARKETING STRATEGIES

OBJECTIVE: 4. To improve scheduling and operations systems

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
Tournaments	Increase amount of City Run Tournaments via Grant Employee	Spring '87 - Spring '88	$1,000. per Golf Course	Golf Course Manager and Marketing Section	Increase revenue from Tournaments
Seasons Passes being abused	They conflict with "weekenders". Develop a non prime time pass	Spring '87 - Fall '87	T.B.D.	Golf Course Manager and Recreation	Noticeable decrease in complaints from weekenders
Cooperative Efforts with other courses	Meet in off season & compare ideas of better serving the public	Annually Fall '87 - Spring '88	None	All Golf Course and Recreation Dept.	Decrease of conflicts

SUPPORT NEEDS

	DESCRIPTION	TIME LINES	BUDGET	PERSON RESPONSIBLE
MARKET RESEARCH				
User needs and preference Quick Survey of users Suggestion Box	Research needed to determine future Cost/Benefit Analysis	Ongoing Starting Spring '87	T.B.D.	Golf Course Managers Marketing Section Golf Course Staff
TRAINING				
Customer Relations	Staff Development Workshops - ½ day	Annually Spring '87 (March/April)	None	Golf Course Manager Marketing Section Staff Development
OTHER BUDGET				
Marketing Support	Aid in Research Cost/Benefit Analysis	Ongoing Spring '87 - Fall '89	T.B.D.	Golf Course Manager Marketing Section
OTHER NEEDS				
Name Tags for New Staff	Image improvement Identification (picture) Customer Relations	Ongoing Spring '87 - - Fall '89 Start in March	Minimal	Golf Course Manager Marketing
Co-sponsorship of Score Cards Grant Employee	Advertising in Facility and on course	Annually Spring '87 - Fall '87	T.B.D.	Golf Course Manager Marketing Section

1986 PROMOTION & ADVERTISING BUDGET

GOLF MAGAZINE ADVERTISEMENT	$ 500. - $ 1,000.
PRINTING OF SCORE CARDS	$ 2,000./course
	$10,000. total

ADVERTISING/PRINTING

1987 GOLF COURSE BUDGET

GOLF MAGAZINE ADVERTISEMENT	$ 500. - $ 1,000.
PRINTING OF SCORE CARDS	$ 2,000./Golf Course
	$10,000. Total

SITUATIONAL ANALYSIS

LEISURE CENTRES

INTRODUCTION

These comprehensive neighbourhood recreation facilities, The Village Square Leisure Centre and the Southland Leisure Centre, are unique in North America. They have no membership requirements and offer a broad range of registered and drop-in recreation programs. Facilities include: arenas, wave pool, waterslides, children's pool, fitness and exercise areas, weight room, gymnasium, squash and racquet courts (Southland Leisure Centre only), arts and crafts area, babysitting service, food services, and more.

Each Centre has a superintendent responsible for operation, maintenance and marketing of the facility. The superintendent relies upon the expert advice of the division's Facility Maintenance/Construction section for energy conservation programs and the management of small construction projects.

The mission of the Leisure Centres is to provide enjoyable leisure programs and services to the individual, family and community group in an efficient and affordable manner through:

1. Skill development programs
2. Opportunities for Socialization
3. Passive recreation
4. Entertaining activities

A. BACKGROUND

1. Changes/Additions:

* 200 long "Super Slide" at Village Square is in full operation and admissions impact study has been completed.

* Increased use and growth of mascots

* Continued emphasis on Customer Relations

* Increased Marketing efforts toward fitness programs

* Marketing thrust toward Special Events

* Participation in the Stampede Parade

2. Volume:

* 1981	* 1983	* 1985
	$628,703.	$1,706,050.

3. Revenue/Expenditures:

4. Advertising/Printing Costs:

5. General Trends and Projections:

* The demand for high quality recreation and fitness activities will continue into the 1990's and beyond.

* There is a demand for facilities where families can recreate together but not necessarily at the same activity.

* Drop-in activities and a variety of activities under one roof are popular with people who have a high demand on their leisure time.

B. CURRENT STRATEGY

1. Product

* The Leisure Centres provide quality recreational services to their clients through four distinct areas:

1. POOL

    - large high quality wave pool
    - large hot tub
    - diving tank and water slide
    - wading pool
    - food service bar
    - outdoor tanning area

2. DRY SPORTS

    - 7½m climbing wall
    - weight training room
    - fitness area
    - large sport hall
    - small gymnasium
    - squash and racquetball courts
    - multi-purpose rooms
    - daycare and nursery

3. ARTS AND CRAFTS

    - wet section (pottery and painting)
    - dry section (drawing and crafts)

4. ARENAS

- two ice surfaces
- special events
- programs
- information and education
- rentals
- general non-structured activity

User satisfaction can best be demonstrated through three surveys conducted during the summer of 1986. The Planning Section surveyed 294 people at the Southland Leisure Centre and 301 people from the Village Square Leisure Centre. As well, a User Satisfaction Telephone Survey was conducted from 230 randomly selected program users from the Fall of 1985 through the Summer of 1986. Here are the findings:

* Village Square Leisure Centre User Satisfaction Survey - July 1986.

* The majority (63%) of people interviewed indicated a "very enjoyable" rating for their overall experience while at the Leisure Centre. As well, in every case (except for FOOD SERVICE), approximately 90% of respondents indicated that they were "satisfied" or "very satisfied" with each of the eight aspects they were asked to rate.

* Southland Leisure Centre User Sastisfaction Survey - August 1986.

* The majority (76%) of people interviewed indicated a "very enjoyable" rating for their overall experience while at the Southland Leisure Centre.

As well, in every case (except for FOOD SERVICE), at least 86% of respondents indicated that they were "satisfied" or "very satisfied" with each of the eight facility aspects they were asked to rate.

* Southland Leisure Centre User Satisfaction Telephone Survey - August 1986.
* How would you rate the overall level of enjoyment of your visit(s) to Southland?

An overwhelming majority (96.1%) of those interviewed replied positively to this question. In fact, more than half (57%) rated their overall level of enjoyment at its highest level. This would strongly suggest that the users of the Southland Leisure Centre enjoy the facility. The few who did not enjoy their visits were primarily program users who encountered difficulties within their particular programs.

In both of the On-site Surveys, "Atmosphere and Aesthetics" received the highest cumulative "satisfied/very satisfied" rating (98.7%) with "Food Service" receiving the lowest (28.9% & 38.3%). Both surveys also indicated a substantial percentage of people "unsatisfied with the amount of space per person" (10% and 13.2%).

* Benefits of using a Leisure Centre are:

- reasonably priced compared to other all-day activities
- variety of activities available under one roof
- activities available for all age groups
- heightened of:

* Self actualization, peer acceptance, belonging, competition;
* Escape, relaxation, self improvement, challenge, self esteem.

The competition for Leisure Centres is all other entertainment opportunities available in Calgary and vicinity. Among the more notable are:

- Calaway Park, Zoo, Heritage Park, all theatres, rollercades, water slides, Family Leisure Centres, etc.

2. Place

* Primary market is located in 10 communities within a 3 mile radius of a Leisure Centre.

* Secondary Market is all citizens of Calgary.

* Tertiary market is tourists

* From the recent surveys, most users are married couples with children, they come in a group, either by car or truck.

3. Price

* Generally perceived to be "Fair Value" for money spent on drop-in activities.

* Southland Telephone Survey shows respondents concerned by cost of programs with close to 20% claiming that prices were too high.

* Also, there is some concern with admission price for those using only one amenity such as the wave pool.

4. Promotions

- newspaper
- direct mail
- television
- banner
- posters
- joint use & co-sponsor
- personal letters
- publications
- radio
- outdoor signs
- display
- incentives (coupons)
- personal selling
- special events
- flyers
- mascot
- word of mouth
- brochures
- visitations
- t-shirts, buttons
- stickers

C. ENVIRONMENTAL FACTORS

1. Economics:

* Lack of discretionary income has an impact on the frequency of Leisure Centre use
* High unemployment
* Resistance to travelling long distances with the city because of high energy costs.

2. Political:

* Call for more accountability on the part of publicity subsidized facilities.
* Increased scrutiny by municipal government officials due to large deficit.

3. Social/Cultural:

* There is an ongoing trend toward fitness, health and nutrition, especially if it can be combined with fun, socialization and competition.

4. Technological:

* Increasing demand for computer/video opportunities
* Continual innovations in fitness related equipment.

D. OPPORTUNITIES/THREATS

Opportunities:

* Cooperation with OCO to increase public awareness of the Leisure Centres.

* Co-sponsorships offer the opportunity for increased awareness, capital improvements and additions, increased advertising, etc.

Threats

* Continued economic downturn

* Additional competition within close proximity (i.e. proposed properties Leisure Centre by community)

* Aging of facilities in regards to innovative and contemporary opportunities for patrons.

E. STRENGTHS/WEAKNESSES

Strengths:

* One-stop leisure shopping opportunity
* Professional skilled staff
* Opportunities for all age groups
* Diverse programming structure
* Easily accessible
* Drop-in opportunities
* Family orientation

Weaknesses:

* no clear operational mandate
* complicated fee schedule
* diversity of facilities makes it difficult to target markets and focus advertising.

THE FUTURE OF LEISURE CENTRES:

- Goal is to reach a recovery rate of 70% by 1993. This may be impeded by the inability to increase attraction value (lack of capital dollars) and increased maintenance costs, as per the life cycle study.
- New programs/services will be targeted for recovery rates of 100% or better.
- Emphasis on increased customer relations and quality of services and programs.
- Generally try to improve the value for dollar for customers.

GENERAL PHILOSOPHY:

It is our goal to increase the "value for client dollar" through the following:

a) Increase Attraction Value - At this point in the life cycle of Leisure Centres, the "attraction value" is considered the key to reaching the projected recovery rates. Special effort should be taken to systematically introduce new attractions wherever feasible. New attractions will continue to expand the product line, plus renew interest in the Leisure Centres.

b) Concentrate on Customer Service & Needs Satisfaction

c) Improve our Recreation Product - Increase the quality of programming and support services.

d) Cost Efficiency - Work towards increased productivity and efficiency in spending to minimize cost increases to the client.

OBJECTIVES AND STRATEGIES:

a) To develop a product or service that directly relates to the following philosophy. The product line for Leisure Centres is identified as admissions, programs, rentals and support services (Cafeteria, Proshop, etc.). The product mix shall be determined on the basis of the following considerations:

    i) Contribution to financial goals;
    ii) Satisfaction of client needs and preferences (number of people accommodated, demand for services, etc.); and
    iii) Availability to general public, ie. unrestricted access.

The following specific considerations should be addressed in 1987:

    i) Increase admission revenue to budgeted amounts, by offering greater attraction value and perceived value for money paid;

. . . / 2

  - ii) Fill our existing programs to a higher percent capacity;
  - iii) Evaluate the impact of increasing rentals in the Dry Sports area;
  - iv) Increase rental of low use time in all areas; and
  - v) Increase adult and family usage.

b) To review the present pricing and fee structure.

- o Committee to review present rate and fee structure for admissions, rentals and support services.

c) Develop an ongoing HRD program to improve employee relations, customer relations and product development.

d) To further expand awareness through efficient use of advertising, promotion and public realtions. Develop a promotional program, with the following considerations:

- o Research and evaluate effectiveness and efficiency of present brochures.
- o Increase cooperative advertising between Leisure Centres on city-wide advertising.
- o Provide a cooperative effort of programming staff regarding advertising of common programs and special events.
- o Evaluate global promotion needs, prior to developing the promotional plan.

e) To do Olympic Programming within existing budget.

f) To evaluate the potential of corporate sponsorships.

g) To develop a comprehensive internal network for communication regarding information and marketing decisions.

- o Southland and Village Square are to define and communicate specific marketing responsibilities.
- o Methods of communication between work units, Leisure Centers and Department are to be addressed and implemented.

LEISURE CENTRE SUPPORT REQUIRED FROM THE MARKETING SECTION:

- Support with brochure, planning of brochure prior to publishing format, advertising, cost reduction, evaluation.
- Cooperation between Leisure Centres, Family Leisure Centre and Lindsay Park concerning research.
- Work towards effective use of marketing dollars and efforts by cost benefit analysis.
- To coordinate city-wide promotions, where opportunities provide themselves, ie. Stampede Park/Coke promotion, New Years Resolution ad, etc.
- To outline a future plan for marketing research that will allow lead time and organization of research. This should not be dependent on grants.
- To support facility marketing personnel at both Leisure Centres with regards to general marketing directions and media.
- Access and make use of other service related research (hotels, hospitals, etc.)
- Help develop support for a strong customer relations training, both Department-wide and facility based.

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MARKETING STRATEGIES

OBJECTIVE: 1. To develop a product or service that directly relates to the selected philosophy direction for that given time period.

STRATEGIES DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Increase admission revenue to budgeted amount by offering a greater attraction value and perceived value: - develop plan of action for year, implement plan and review on a quarterly basis.	Feb. 15 Spring, Summer & Fall		Marketing Coordinator, Recreation Operations Supervisors, specific work unit supervisors	Review of admission revenue and attendance on quarterly basis.
2. Increase percentage capacity of existing programs.	Ongoing		Recreation Operations Supervisors and Sr. Program Coordinator	Review program % capacity quarterly.
3. Evaluate impact of increasing rentals in Dry Sports and Arts and Crafts areas.	June 30		Recreation Operations Supervisor, Admin. Supervisors	Review of findings in time for 1988 budget.
4. Increase rentals of low use time in all areas.	Ongoing	TBD for promotion and marketing.	All work areas	Review the % usages of all areas on a quarterly basis.
5. Increase adult and family usage.	Ongoing	TBD	Marketing Coordinator and all work areas	Review adults and family revenue and attendance data quarterly.

MARKETING STRATEGIES

OBJECTIVE: 2. To review present pricing and fee structure.

STRATEGIES DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. A committee will review current structure and present recommendations.	July 30		Superintendents with help from some of their friends.	Presentation of recommendations and including in 1988 budget.
2. Include decisions in 1988 budget and rates & fees report.	Oct. 1987		Superintendents	

MARKETING STRATEGIES

OBJECTIVE: 3. Develop an ongoing HRD program.

STRATEGIES DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Determine what is needed. Evaluate where we are and timelines for plan of action.	March 30	Staff costs	Management needs	
2. Implementation will be targeted for	1988/89			

MARKETING STRATEGIES

OBJECTIVE: 4. To further expand awareness and use through efficient use of advertising, promotion and public relations. Develop a promotional program.

STRATEGIES DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Research and evaluate the effectiveness and efficiency of present brochures.	Feb. 28		Marketing Coordinator and Recreation Operations Supervisor.	
2. Increase cooperative advertising between Leisure Centres on city-wide advertising - consider in promotional plan on a yearly basis.			Marketing Coordinators and Marketing Section.	
3. Cooperative effort of programming staff regarding advertising of common programs.	Ongoing		Program staff	

MARKETING STRATEGIES

OBJECTIVE: 5. To do Olympic programs within existing budget.

STRATEGIES DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Brainstorm of ideas of possible efforts to effectively utilize the Leisure Centres in Olympic involvement.	Jan./87	TBD (Cost must be recovered)	All staff	Olympic involvement

MARKETING STRATEGIES

OBJECTIVE: 6. Evaluate the potential of corporate sponsorship.

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Corporate sponsorship activities with groups like Coke, Hostess, Sporting stores		Approach or plan must be developed annually (Spring/Summer)		Major projects - Superintendent Minor sponsorship open to Area Supervisors.	Successful efforts and events.

MARKETING STRATEGIES

OBJECTIVE: 7. Develop a comprehensive internal network for communication regarding information and marketing decisions.

STRATEGIES DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Southland & Village Square to define and communicate the marketing responsibilities	April 15/87		Superintendents	
2. Methods of communication between work units, Leisure Centres and Department to be addressed and implemented	Summer/87 (ongoing)		Marketing Coordinators of each Leisure Centre	

SITUATIONAL ANALYSIS

POOLS

INTRODUCTION

The City of Calgary believes that swimming pools are is an opportunity. An opportunity to enjoy activities in and out of the water. These activities can be recreational or instructional, social or private, structured or non-structured. Swimming activities have no age restrictions. It is a life activity. Knowing how to swim safely in the pool, expands opportunities to swim elsewhere, such as lakefronts and beaches with confidence.

Pool (Indoor)	Address
Acadia	88 Avenue & Fairmount Drive S.E.
Beltline	223 - 12 Ave. S.W.
Bob Bahan	48 St. & 14 Ave. S.E.
Canyon Meadows	Canterbury Dr. & Canova Rd. S.W.
Foothills	21 Ave. & University Dr. N.W.
Glenmore	19 St. & 52 Ave. S.W.
Inglewood	17 Ave. & 15 St. S.E.
Killarney	18 Ave. & 29 St. S.W.
Renfrew	14 Ave. & 8 St. N.E.
Sir Winston Churchill	Northmount Drive & 34 St. N.W.
Shouldice	56 St. & Bowness Rd. N.W.
Thornhill	Simons Valley Drive & 68 Ave. N.W.
Village Square (Leisure Centre)	2623 - 56 St. N.E.
Southland (Leisure Centre)	10333 - 19 St. S.W.

Pool (Outdoor)	Address
Bowview	6 Ave. & 18 St. N.W.
Bridgeland	Memorial Dr. & General Hosp.
Forest Lawn	16 Ave. & 39 St. S.E.
Highwood	Holmwood Ave. & Northmount Dr.
Millican/Ogden	69 Ave. & 20 St. S.E.
Mount Pleasant	22 Ave. & 75 St. N.W.
South Calgary	32 Ave. & 16 St. S.W.
Stanley Park	Riverdale Ave. & 4 St. S.W.
Riley Park (Wading)	8 Ave. & 10 St. N.W.

Organizations associated with Municipal Swimming Pools include:

> The public community, aquatic groups (i.e. swim clubs), school boards, Red Cross, Royal Life Saving Society, private bookings, outside agencies (i.e. churches, Boy Scouts), community associations, commercial agencies, other departments, division/sections.

The goals of the City pools are:

- To ensure the effective management of the swimming/health and fitness centres, encouraging optimal use by providing a safe quality recreational experience in a clean, well maintained facility.

- To protect the investment committed through preventative maintenance programs, capital expansion, effective operations and applications of new technology.
- To work with other departments/divisions/sections, user groups and customers to improve and update in response to identified and proven needs.

A. BACKGROUND

1. Changes/Additions:
   - Major renovations and upgrading has been completed at Acadia and Glenmore Pools.
   - Some repair work has been completed at Killarney, Shouldice, Inglewood, Canyon Meadows and Thornhill Pools.
2. Volume:
   - Volume has declined from 1,707,484 in 1981 to 1,399,547 in 1985. The Leisure Centres may be partially responsible for this.
3. Rev./Exp: Chart/Graph
4. Advertising/Printing Costs: Chart/Graph
5. General Trends and Projections:
   - There is a greater awareness of safety and, therefore, parents want to ensure that their children are water-safe. By sending them to learn-to-swim classes, they can feel more confident at the lake or other water-related fun spots.
   - There is a trend toward programs and learn-to-swim for all age groups.
   - Demand for more combined-fitness programs is being met by adding fitness facilities (ie. weight rooms) to one facility per year. The Winston Churchill Pool is scheduled for 1987.
   - There is a trend to multi-use for programmed activities ie. Midnight swims combined with Halloween party. These also generate more revenue.

B. CURRENT STRATEGY

1. Product
   - Our services are opportunities for recreation, fitness and education. To teach the user groups the value of water safety, health and fitness and the discipline involved in these activities.

- Benefits include: leisure activity, family togetherness, social interaction, physical fitness, skill development, self-satisfaction, competition, self confidence, self esteem and above all, fun.

- In 1985, 84% of users polled were satisfied.

- In 1986, many letters were received commending the staff.

- Although there is no specific data comparing our product with the Y's or the Family Leisure Centre, the general feeling is that we are as good or better.

- The pool management and staff are continually looking for new attractions to add fun and enjoyment to a swimming pool visit.

2. Place

- There is a continuous program of upgrading and retrofitting.

- If the facilities are not large enough, additions are added to facilitate improved services.

- Although the pools offer opportunities for all Calgarians, their major client groups are:

  - public swimmer
  - program swimmer
  - school programs
  - aquatic clubs
  - groups such as churches, Scouts, etc.

3. Price: See attached "1987 Rates & Fees Recommendations"

- Fees are relatively low in order to accommodate all income levels.

- Factors taken into account are:

  - political expedience
  - inflation
  - public demand
  - market for similar services
  - increased costs

- A preschool child admission charge for children 3-6 years old was introduced (0-3 year-olds free).

- A set-up/dismantle/cleaning fee was introduced for swim meets.

4. Promotions:

- Word-of-mouth is a significant promotional vehicle for pools
- Other vehicles used include: radio, posters, bus, kiosks, billboards, portable signs. flyers/hand-outs, coupons, brochures, tray liners and magazine ads.
- The Pool Marketing Task Force facilitates cooperative marketing activities among pools.
- Some of the notable campaigns are:
  - 30,000 coupons given out at the July 18th Stampeder Football game
  - production of two coupon books
  - community ID Clinic Brochure ad
  - health and fitness consumer sampler coupon
  - McDonald Tray Liners
  - ads in the Energizer magazine.
- There is a need for cost/benefit analysis of advertising used by the pools and training/exposure for pool supervisors.

5. Competition:

- YMCA, YWCA, Lindsay Park, Mount Royal, University of Calgary, SAIT, waterslides. community centres (i.e. Lake Bonavista, Family Leisure Centre, private health and fitness clubs (i.e. Spa Lady, Fit City, Heavens), private complexes housing recreation centres.
- The competition can give a "better deal" because of more amenities.

C. ENVIRONMENTAL FACTORS

1. Economic:

- Due to economic conditions, a decline in registration for programs and lessons has been noticed.
- People tend to spend more during the summer season.
- High unemployment has decreased discretionary income.

2. Political:

- Although the outdoor pools would like to begin their season earlier there is pressure to keep them closed.
- Increasing deficit is causing Municipal governments to become more accountable and, therefore, there is increased emphasis on percent of recovery.

3. Demographic:

   - Higher education levels
   - There are increasing numbers of single parents, adults, seniors
   - There are smaller families
   - There is a need for community profile identification.
   - Increased longevity and decreasing birth rates

4. Geographic:

   - Geographic barriers like Deerfoot Trail have a great impact on use. There is a need to find ways to overcome this.
   - Weather effects attendance at all facilities, especially the outdoor pools.

5. Social/Cultural:

   - The pools pools seem to be meeting the needs of all social and cultural groups.
   - People are looking for a "club" atmosphere.
   - The participation trend has become a "lifestyle" for many people.

6. Legal:

   - All aspects of liability must be examined but the fear of liability suits must not interfere with the supply of opportunities and experiences for swimmers.

7. Innovations in Pool Maintenance and Development:

D. OPPORTUNITIES

- Co-operation with community groups in offering more fitness opportunities.
- The '88 Olympics offer the chance to upgrade facilities especially Foothills and Shouldice (due to their access to main traffic corridors).

E. THREATS

- Contracting of pools to private enterprise in order to reduce costs may threaten the level of service.
- Some pools may face closure because there are limited dollars for maintenance and repairs. There has been no increase in maintenance budget for 5 years.

E. STRENGTHS

- The greatest strength of the pools is, the professional, knowledgeable staff who display a positive attitude, like dealing with people and show great enthusiasm and energy.
- Facilities in all areas of the City.
- Easy access to most pools by transit or motor vehicle with free parking.

G. WEAKNESSES

- The deterioration of the physical structures.
- Bureaucratic requirements and policies slow the innovative abilities of pools to meet the needs of the community.
- Facilities are limited by physical design, type and numbers of clientele, geographic barriers.
- Limited space for large outdoor signs.

FUTURE OF CALGARY POOLS

The following is a breakdown of some future trends and their implications to the City of Calgary Pools.

The largest onus is put on the upgrading or maintenance of the pools, due to the fact that some outdoor pools are over 30 years old and the appearance and functional ability are quickly deteriorating.

For the pools to compete more realistically with other facilities, they will have to develop multipurpose type facilities. For example, they will have to integrate other amenities like a weight room, sauna, aerobics area, etc.

As far as programming is concerned, pools will have to start developing new programs that meet the changing demographics.

FUNCTIONAL MARKETING PLAN

POOLS

Important Information

Marketing Contact: Pool Senior Supervisor
Willie Jurcevic
268-1323

1987 Advertising & Printing Budget - $60,000.

Proposed Recovery Rate = 50%

(1991 target) Outdoors 25%

Future:

To meet the demanded recovery rate of the future, City of Calgary pools will be involved in:

- increasing the level of satisfaction that the consumer receives by improving customer relations and general aesthetics of facilities.
- working co-operatively with other facilities or divisions (i.e. L.S.D.) to expand promotional use at lowest possible cost.
- committing resources to ensure adequate maintenance of facilities.
- becoming a multi-purpose facility capable of changing to meet new program needs.
- becoming innovative in programming and marketing efforts.

These changes will provide the catalyst for the involvement of the Marketing Section in the following areas:

- assist pool personnel to expand the existing product and communicate all changes to potential users. (i.e. effective brochures, posters, etc.
- expand existing markets by increasing the general awareness and visibility of present pools.
- direct marketing efforts to one pool per year which provides results which can be measured and provide lacking marketing information and justification.
- ensure effective and co-operative marketing and promotional efforts
- support marketing research request required to further develop or justify existing programs/services.

Marketing Mix

1. Product:

With committed determination to place a higher priority on upgrading and improvement the overall product will experience quality increases. Also, with commitment to creating annual innovative programs a much more diverse product will result.

2. Place:

City swimming pools should be available to all Calgarians. The improvement of directional signage will increase accessibility and awareness of pools.

3. Price:

Facility admission fees will be based upon percentages of an adult fee based on market value, historic precedent and projected cost recovery principles; other age groups will pay a portion of this adult rate. Passes and subsidies will be available for full time users and economically disadvantaged.

4. Promotion:

Promotions in the form of brochures, swim schedules, informative signage, display/slide shows and community newsletter articles will increase the overall awareness and useage of City pools. Also, with dedicated efforts to co-operation, co-sponsorship and advertising will be more appealing and cost efficient.

5. Competition:

The competition is perceived as offering a better deal because of the amount of amenities offered.

Directional Statement:

The City of Calgary Swimming Pools are commmitted to protecting and ensuring effective facility useage through relevant efforts that will increase the overall recovery rate percentage and user satisfaction.

Objectives:

1. To increase the general awareness and visibility of swimming pools.
2. To develop more effective marketing/promotional efforts.
3. To place a higher priority on facility upgrading and improvement.
4. To identify and resolve unnecessary or excessive bureaucratic involvement/demands.

5. To more fully understand our market in terms of needs, interests and benefits sought.

6. To improve customer experiences through better customer relations.

7. To increase non-prime-time use.

8. To develop cooperative marketing/promotional efforts. (Departmentally - community)

MARKETING STRATEGIES

OBJECTIVE: 1. To increase the general awareness and visibility of swimming pools

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Increase use and effectiveness of pool Brochures	Task force to be set up on a short term basis.	Review in the winter of each year	N/A	Task force (Pool Senior Supervisor, Communication Coordinator, and two pool supervisors)	Being on time with brochure (possible 1-2 weeks early)
2. To standardize pool schedules to give the general public a clear understanding of swim times	-simplicifation of schedules -especially during	Ongoing - implement as soon as possible	N/A	Pool Senior Super and Pool Superintendent	More standardized system
Signage to be improved, a) Message Board b) Directional		Winter/Summer '87	T.B.D.	Marketing Supervisor and Pool Senior Supervisor	

MARKETING STRATEGIES

OBJECTIVE: 1. To develop more effective marketing/promotional efforts

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEED	RESPONSIBILITY	EVALUATION
1. Develop a promotional display unit and slide show	-to be used to increase public relations and pool exposure	End of 1986	$5,000.	Pool Senior Supervisor Marketing Specialist	Complete Task
2. More effective use of community newsletter by pools		Winter/Spring '87	% of budget	Pool Senior Supervisor, Marketing Specialist, Pool Superintendent and Promotion Coordinator	
3. Ensure effective planning of 1987-88 Marketing dollars	a) use the total fiscal. b) cooperative use of marketing dollars (with DRS's, CRS's and Leisure Centers) c) look at general advertising by means of pay cheques and electric bills 1 or 2 times/year	January/February -annually (to develop plan)	N/A	Pool Senior Supervisor Pool Superintendent, Marketing Specialist, (workshop if necessary)	Plans developed by end of Feb.
4. To develop an effective monitoring and evaluation system	-to facilitate cost/benefit analysis of pool marketing efforts	Winter 1987	N/A	Marketing Specialist, Pool Senior Supervisor, Planning Section	
5. More work in areas of Fund Raising, Sponsorship and creativity	-to be accomplished through workshops on: Advertising & Marketing, evaluation - promotion	Plan to be developed January of each year	T.B.D.	Marketing Specialist, Pool Senior Supervisor	
6. For OCO make accommodations for Pool programs		Plan developed - Winter 1987. Implementation - Fall '87/Winter '88		Senior Pool Supervisor and Pool Superintendents	

MARKETING STRATEGIES

OBJECTIVE: 3. To place a higher priority on facility upgrading and improvement.

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. System capital plan - meet or co-exist with 3 year plan	based on a need for more budget	Ongoing	Various	Management to lobby with executive	
2. Increase number of floaties or toys for pool		Ongoing - assess annually	$1,500 - $2,200. floatie	Pool Senior Supervisor, Pool Superintendent	

MARKETING STRATEGIES

OBJECTIVE: 4. To identify and resolve unnecessary of excessive bureaucratic involvement/demands.

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
Increased efforts will continue to take place to get management to facilitate and encourage superintendents to spend time with staff.		Ongoing	N/A	Pool Management	
Increase effort to supply training needs to staff on dealing with bureaucratic demands/ involvement	-more site visits/ coaching by pool management	Ongoing	N/A	Pool Management	

MARKETING STRATEGIES

OBJECTIVE: 5. To more fully understand our market in terms of needs, interests and benefits sought. (Marketing Section)

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Direct marketing efforts to one pool per year	-focus energies to show specific results -Glenmore - 1987	New pool identified annually	T.B.D.	Pool Marketing Task Force, Pool Superintendent	
2. Use and work with D.R.S.'s and C.R.S.'s in Marketing and Planning efforts		Annual meeting in winter of each year	N/A	Pool management, Pool Superintendents	

MARKETING STRATEGIES

OBJECTIVE: 6. To improve customer experiences through better customer relations.

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. Increase customer satisfaction by training and educating staff on Customer Relations	-workshops and training - develop system for dealing with complaints	Ongoing	T.B.D.	Marketing Section Pool Management (co-operatively with Leisure Centres	
2. Suggestion Box and Feedback system for all pools	-must be of high quality	Spring 1987	T.B.D.	Pool Management	
3. Improved Service Improvement with employee recognition		1987-88	T.B.D.	S.I.P. and Identified staff	

MARKETING STRATEGIES

OBJECTIVE: 7. To increase non-prime-time use

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. In 1986 - one new program to be added during Prime Time	-based on 1986 results, further efforts will be	Winter 1987	T.B.D.	Pool Superintendents and Management	
2. Encourage Programmers to get together 3-4 times per year	-to brainstorm possible changes to programs	Ongoing	N/A	Pool Senior Supervisor Pool Management	

MARKETING STRATEGIES

OBJECTIVE: 8. To develop cooperative marketing/promotional efforts. (Departmentally and Community)

STRATEGIES	DESCRIPTION	SPECIFIC TIME FRAME	BUDGET NEEDS	RESPONSIBILITY	EVALUATION
1. To continue the "Oh Water Feeling" program	-Summer Public Relations Promotion cooperatively with Red Cross and Royal Life Saving Society	Plan winter of year - Implement Summer	$20,000.- $30,000.	Senior Supervisor of Pools, marketing Specialist, Red Cross Representative and others.	
2. Make use of local facilities to promote pool activities	Makes use of facilities who are drawing presently active users	When Appropriate	Cost of flyers/ posters	Pool Superintendents	Ongoing
3. Develo local promotion with the use of one large brochure annually	Supplemented by small brochures	1987	various	Marketing Specialist Pool Senior Supervisor to coordinate with pool staff	
4. Increased efforts towards more co-operation when dealing with co-sponsorship		Ongoing	T.B.D.	Marketing Specialist	
5. Cooperate with private agencies which complement our pools	Look to bus companies which run ski trips, drop off skiers from pools Benefits: parking, advertisements for facility	Investigate 1987	N/A	Pool Superintendents	

SUPPORT NEEDS

	DESCRIPTION	TIME LINES	BUDGET	PERSON RESPONSIBLE
MARKET RESEARCH	Research needed in the following areas 1. cost/benefits analysis 2. service satisfaction (More consistancy) differing approaches 3. Global user needs 4. Profile of user			Senior Supervisor and Planning Sect.
TRAINING	Training and Educ. in the following areas; 1. Program Creativity 2. Fund Raising 3. Marketing and Promotions 4. Customer Relations 5. Evaluation (cost/benefit)			
OTHER BUDGET	Increase with use of 1. Grants 2. Marketing Dollars 3. Cooperative promotions events 4. Co-sponsorships			Marketing Specialist Pool Senior Supervisor
OTHER NEEDS	More Support needed for: 1. Oh Water Feeling 2. Pool Marketing 3 Brochures and community newsletter use			Marketing Section Pool Senior Supervisor

1986 PROMOTION AND ADVERTISING

BUDGET

ADVERTISING	$ 2,000./Pool @ 12 pools	$ 24.000.
PRINTING	$ 1,000./Pool @ 12 pools	$ 12,000.
GENERAL		$ 24,000.
- Brochures - Special Events - Projects		
TOTAL		$ 60,000.

ADVERTISING/PRINTING

1987 BUDGET

TOTAL BUDGET	$ 60,000.	Same as 1986.

APPENDIX S

LIFE CYCLE MANAGEMENT STUDY

INTRODUCTION

The majority of the Department's recreation facilities were developed 10-20 years ago. Buildings of this age have many components that must either be replaced or substantially upgraded. Roofs, boilers, air handling systems must be replaced to avoid breakdown (and related loss of service and public safety issues); locker rooms, entrance areas and amenities must generally be upgraded to ensure marketability and continued public appeal.

The force-field issue identification process used in the early stages of the strategic planning exercise identified 'capital replacement' as the number one issue facing the Department.

The Facilities Division has established a **preventive maintenance program** that ensures regular and effective care primarily of mechanical and electrical systems and some structural components. This **life cycle management study** was designed to:

- identify **all major** facility components (structural, mechanical and electrical)
- estimate their expected life before replacement is necessary
- cost out the replacement of each component
- assess the current condition of each component
- prepare generalized replacement schedules and budget forecasts.

The initial study focussed on indoor pools, outdoor pools and arenas.

PROCESS

1. Major facility components were identified by staff and 'life cycle plan' tables were prepared (see attachment 1).
2. Approximately 25 outside experts plus experienced city staff were contacted to estimate the life expectancy and approximate replacement cost of each component (see contact list - attachment 2).

3. Site visits were conducted at fifteen facilities (5 of each type) to judge the actual condition of each component (see 2nd last column in 'life cycle plan table - attachment 1)

4. The 'life cycle plan' tables were completed for each facility studied (attachment 1) along with tables and graphic summaries showing priority expenditures over the next five years (attachment 3).

5. Costs for these sample facilities were averaged and used as a basis for estimating the total cost of capital replacement of components of all city-owned arenas and pools through to the year 2010 (attachment 4).

The Department intends to continue the process by preparing life cycle plans for the remaining pools and arenas, athletic parks, golf courses, tennis courts, cemeteries, parks, etc. This work will continue through 1988 and 1989.

CONCLUSIONS

There are three categories of cost involved in proper maintenance of major buildings and facilities:

- o regular maintenance and care of all components
- o replacement of relatively small components (e.g. under $10,000)
- o replacement of large, expensive components (usually with relatively long life expectancy).

The first two strategies are funded from the operating budget and the final (replacement of large, expensive components) is funded from the capital budget. This life cycle plan deals only with the replacement costs.

Estimated capital replacement costs for city-owned arenas and pools may be found in the table below:

LIFE CYCLE PLAN SUMMARY

ALL FACILITIES TO THE YEAR 2010

[illegible]-25 ALL AMOUNTS IN $,000's

FACILITY	AVERAGE $ PER YEAR PER FACILITY			TOTAL $ PER YEAR ALL FACILITIES			TOTAL $ TO YEAR 2010		
	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL
[illegible] ARENAS	$ 40K	$ 4K	$ 44K	$ 523K	$ 43K	$ 566K	$12,558K	$1,029K	$13,587K
[illegible] INDOOR POOLS	$ 74K	$ 4K	$ 78K	$ 407K	$ 52K	$ 459K	$ 9,770K	$1,252K	$11,022K
OUTDOOR POOLS	$ 13K	$ 5K	$ 18K	$ 125K	$ 58K	$ 183K	$ 2,990K	$1,395K	$ 4,385K
TOTAL	$ 86K	$ 14K	$ 100K	$1,055K	$ 153K	$1,208K	$25,318K	$3,676K	$28,994K

FOOTHILLS POOL

LIFE CYCLE PLAN

ATTACHMENT 1

Year built:1965

86-11-25

PAGE 1 OF 1

COMPONENT *=POSTPONED REPLACEMENT	YEAR BUILT	YEAR REPLACED	AVERAGE LIFE SPAN	BALANCE OF LIFE LEFT	FORECAST REPLACEMENT YEAR	SECOND REPLACEMENT YEAR	REPLACEMENT COST ($,000's)	TOTAL FOR YEAR	PRIORITY	CONDITION OF COMPONENT	CAP. OR OP.
Cholorinator*	1965	--	15	0	1980*	2001	3K		A	Serviceable	Op.
Diving Boards(1m/3m)*	1965	--	15	0	1980*	2001	4K		A	Replace	Op.
Doors/hardware*	1965	--	15	0	1980*	2001	15K		B	Serviceable	Cap.
Flooring(lobby)*	1965	--	15	0	1980*	2001	4K		B	Serviceable	Op.
Lockers(196)*	1965	--	15	0	1980*	2001	59K		C	Budget	Cap.
Toilet partitions*	1965	--	15	0	1980*	2001	18K		C	Budget	Cap.
Windows*	1965	--	15	0	1980*	2001	5K	108K	B	Serviceable	Op.
Air exhaust fan*	1965	--	20	0	1985*	2006	15K		A	Serviceable	Cap.
Air supply fan*	1965	--	20	0	1985*	2006	15K		A	Serviceable	Cap.
Furnace*	1965	--	20	0	1985*	2006	30K		A	Serviceable	Cap.
Main circ. pump*	1965	--	20	0	1985*	2006	3K		A	Serviceable	Op.
Roof(21,300 sq.ft.)*	1965	--	20	0	1985*	2006	128K		A	Budget	Cap.
Spectator Seats*	1965	--	20	0	1985*	2006	3K		C	Serviceable	Op.
Under water lites(20*	1965	--	20	0	1985*	2006	10K	204K	A	Serviceable	Cap.
Boiler(hot water)	1965	--	25	4	1990		40K		A	Serviceable	Cap.
Filter tank/controls	1965	--	25	4	1990		25K		A	Serviceable	Cap.
H.V.A.C.	1965	--	25	4	1990		5K		A	Serviceable	Op.
Shower Rm. wall tile	1965	--	25	4	1990		3K	73K	B	Serviceable	Op.
Parking lot	1965	1977	15	6	1992	2007	30K	30K	C	Serviceable	Cap.
Pool tiling(4436sq.ft	1965	1978	15	7	1993	2008	40K	40K	B	Serviceable	Cap.
Ductwork	1965	--	30	9	1995		15K		A	Serviceable	Cap.
Elect panel,Swithgear	1965	--	30	9	1995		30K		A	Serviceable	Cap.
Plumbing fixtures	1965	--	30	9	1995		17K	62K	B	Serviceable	Cap.
Pool Vacuum(Dolphin)	1981	--	15	10	1996		4K	4K	B	Serviceable	Op.
Pool over head lights	1965	1979	20	13	1999		5K		A	Serviceable	Op.
Strantol	1984	--	15	13	1999		8K	13K	A	Serviceable	Op.
Conc. block wall	1965	--	35	14	2000		200K		A	Serviceable	Cap.
Pool deck (conc.)	1965	--	35	14	2000		25K		B	Serviceable	Cap.
Wade pool tiling	1985	--	15	14	2000		5K	230K	B	Serviceable	Op.
Cholorinator*	1965	1980*	15	15	2001		3K		A	---	Op.
Diving Boards(1m/3m)*	1965	1980*	15	15	2001		4K		A	---	Op.
Doors/hardware*	1965	1980*	15	15	2001		15K		B	---	Cap.
Fire Alarm system	1965	1981	20	15	2001		10K		A	Serviceable	Cap.
Flooring (lobby)*	1965	1980*	15	15	2001		4K		B	---	Op.
Lockers (196)*	1965	1980*	15	15	2001		59K		C	---	Cap.
Toilet partions*	1965	1980*	15	15	2001		18K		C	---	Cap.
Windows*	1965	1980*	15	15	2001		5K	118K	B	---	Op.
Change Rm. floor tile	1965	1982	20	16	2002		19K	19K	B	Serviceable	Cap.
Entry Alarm system	1983	--	20	17	2003		8K	8K	A	Serviceable	Op.
Air exhaust fan*	1965	1985*	20	20	2006		15K		A	---	Cap.
Air supply fan*	1965	1985*	20	20	2006		15K		A	---	Cap.
Dom. Hot water tank	1965	1981	25	20	2006		10K		A	Serviceable	Cap.
Furnace*	1965	1985*	20	20	2006		30K		A	---	Cap.
Main circ. pump*	1965	1985*	20	20	2006		3K		A	---	Op.
Roof (21,300 sq.ft.)*	1965	1985*	20	20	2006		128K		A	---	Cap.
Spectator Seats*	1965	1985*	20	20	2006		3K		C	---	Op.
Under water lites(20*	1965	1985*	20	20	2006		10K	214K	A	---	Cap.
Parking lot	1977	1992	15	15	2007		30K	30K	C	---	Cap.
Pool tiling(4436sq.ft	1978	1993	15	15	2008		40K	40K	B	---	Cap.
Dive tank painted	1965	1985	DIVE TANK PAINTED EVERY TWO YEARS @2K/24K TO 2010					24K	B	Serviceable	Op.

*TOTAL TO 2010 * 1217K **

TOTAL CAP. = $1,111K
TOTAL OP. = $ 106K
TOTAL PRIORITY A,s = 28 COMPONENT'S =$772K
TOTAL PRIORITY B,s = 14 COMPONENT'S =$225K
TOTAL PRIORITY C,s = 8 COMPONENT'S =$220K
POSTPONED REPLACEMENT = 1980-1985 =$312K

OPTIMIST ARENA

LIFE CYCLE PLAN

Year built: 1972 86-11-25 PAGE 1 OF 1

COMPONENT	YEAR BUILT	YEAR REPLACED	AVERAGE LIFE SPAN	BALANCE OF LIFE LEFT	FORECAST REPLACEMENT YEAR	SECOND REPLACEMENT YEAR	REPLACEMENT COST ($,000's)	TOTAL FOR YEAR	PRIORITY	CONDITION OF COMPONENT	CAP. OR OP.
Dasherboards	1972	--	15	1	1987	2002	35K		B	Serviceable	Cap.
Plexiglass	1972	--	15	1	1987	2002	8K		A	Serviceable	Op.
Toilet partitions	1972	--	15	1	1987	2002	6K	49K	C	Serviceable	Op.
Asphalt Flooring	1972	--	20	6	1992		8K		C	Serviceable	Op.
Brine pump & access.	1972	--	20	6	1992		3K		A	Serviceable	Op.
Chiller	1972	--	20	6	1992		10K		A	Serviceable	Cap.
Evap condenser	1972	--	20	6	1992		20K		A	Serviceable	Cap.
Fire Alarm system	1972	--	20	6	1992		10K		A	Serviceable	Cap.
Overhead doors(2)	1972	--	20	6	1992		5K		B	Serviceable	Op.
Receiver	1972	--	20	6	1992		10K		A	Serviceable	Cap.
Spectator Seats	1972	--	20	6	1992		5K		C	Serviceable	Op.
Surge Drum	1972	--	20	6	1992		10K		A	Serviceable	Cap.
Water & Circ Pump	1972	--	20	6	1992		6K	87K	A	Serviceable	Op.
Dehumidifiers(2)	1980	--	15	9	1995	2010	25K		B	Serviceable	Cap.
Parking,Opt./Blund.	1972	1980	15	9	1995	2010	80K	105K	C	Serviceable	Cap.
Doors & Hardware	1972	--	25	11	1997		5K		B	Serviceable	Op.
Exhaust Fans	1972	--	25	11	1997		9K		A	Serviceable	Op.
Furnaces	1972	--	25	11	1997		14K		A	Serviceable	Cap.
H.V.A.C.	1972	--	25	11	1997		5K	33K	A	Serviceable	Op.
Arena unit heaters(2)	1972	1985	15	14	2000		4K		B	Serviceable	Op.
Roof(30,350 sq.ft.)	1972	1980	20	14	2000		182K	186K	A	Serviceable	Cap.
Arena ice slab(sand)	1972	--	30	16	2002		100K		A	Serviceable	[illegible]
Dasherboards	1972	1987	15	15	2002		35K		B	---	Cap.
Ductwork	1972	--	30	16	2002		15K		A	Serviceable	Cap.
Plexiglass	1972	1987	15	15	2002		8K		A	---	Op.
Plumbing, fixtures	1972	--	30	16	2002		8K		B	Serviceable	Op.
Toilet partitions	1972	1987	15	15	2002		6K		C	---	Op.
Water storage tank	1972	--	30	16	2002		5K	177K	A	Serviceable	Op.
Compressors	1972	1974	30	18	2004		40K	40K	A	Serviceable	Cap.
Compressor heat recov	1985	--	20	19	2005		10K	10K	B	Serviceable	Cap.
Elect panel,Swithgear	1972	1976	30	20	2006		30K	30K	A	Serviceable	Cap.
Conc. block wall	1972	--	35	21	2007		225K	225K	A	Serviceable	Cap.
Hot water boiler	1972	1983	25	22	2008		5K	5K	A	Serviceable	Op.
Arena light fixtures	1972	1985	25	24	2010		22K		A	Serviceable	Cap.
Dehumidifiers(2)	1980	1995	15	15	2010		25K		B	---	Cap.
Parking,Opt./Blund.	1980	1995	15	15	2010		80K	127K	C	---	Cap.
Tempered glass	1986	--	25	25	2011		9K		A	Serviceable	Op.

*TOTAL TO 2010 * $1074K**

TOTAL CAP. = $978K
TOTAL OP. = $ 96K
TOTAL PRIORITY A,s = 22 COMPONENT'S =$737K
TOTAL PRIORITY B,s = 9 COMPONENT'S =$152K
TOTAL PRIORITY C,s = 6 COMPONENT'S =$185K
POSTPONED REPLACEMENT = N/A

ATTACHMENT 2

LIFE CYCLE PLAN

Re: Life Expectency Data

Life expectency for the items listed in the Life Cycle Plan was obtained from the following individuals.

1) Mr. Willard Bowman(S.A.I.T)Willard has worked in arenas for the last 20 years Willard is now in charge of S.A.I.T's campus centre.
2) Mr. G.E. Shields, Ted, works for Crystaplex PLastics Ltd.
3) Mr. Doug Banks, Doug works for Agga Products Ltd.
4) Mr. Brain Rudoloph (Estimator) for A.R. Wright Plumbing and Heating Ltd.
5) Mr Brendon C. Billings, Brendon works for H.F. Clarke Ltd.
6) Mr. Tony Merkle Complex Manager, Town of Taber
7) Mr. J.K. Macdonald works for Crane Supply (Calgary)
8) Mr. Jim Stangowitz (product consultant) Jim works for W. G. MacMAHON Limited.
9) Mr. Hugh Hamilton, Hugh works for Centaur Products Inc.
10) Marian Jackson-Wylie Consultant Indoor Recreation Facilities Section Edmonton.
11) Mr John Teed, John works for Woodman Interiors Ltd.
12) Mr. E.A. Newhook Capital Planner Capital Budgets/Standards City of Edmonton
13) Mr. Jim Norman Manager of Technical Services ASHRAE.
14) Mr. Merlin Schell Technical Inside Sales Rep. Volcano
15) Mr. R.L. (Bob) Haslam Bob works for WESCO (Westinghouse Sales & Dist Company
17) Mr. Jim McCrea, Jim works for Philips Electronics
18) Mr Brent Barton Sales Manager Watlow Electric Manufacturing Company.
19) Mr. Tom Grusendorf C.E.T. (S.A.I.T) Power Engineering Department
20) Mr. Dwight J. Schreiner, Alberta Roofing Contractors Associatio Ltd.
21) Calgary Pool Service (Russ)
22) Mr. Wayne Delka Cimco
23) Joe/Startec Refrigeration
24) Reggin Industries
25) Facility Supervisors with Facilities Division

ATTACHMENT 3

FIVE YEAR LIFE CYCLE PLAN

ALL AMOUNTS IN $,000's

DATE:86-11-25

FACILITY	COMPONENT	OUTSTANDING POSTPONED ITEMS	1987	1988	1989	1990	1991	TOTAL
FATHER BAUER	ARENA LIGHT FIXTURES				42			42
	EXHAUST FANS				10			10
	DOM. HOT WATER (DHW)				5			5
	CAPITAL $				52			52
	OPERATING $				5			5
	TOTAL $	0	0	0	57	0	0	57
GEORGE BLUNDUN	NO REPLACEMENT FORECASTED	0	0	0	0	0	0	0
NORMA BUSH	ARENA HEATERS				12			12
	DASHERBOARDS				35			35
	PLEXIGLASS				20			20
	TOILET PARTIONS				5			5
	CAPITAL $				67			67
	OPERATING $				5			5
	TOTAL $	0	0	0	72	0	0	72
JIMMY CONDON	NO REPLACEMENT FORECASTED	0	0	0	0	0	0	0
ROSE KOHN	ASPHALT FLOORING			8				8
	BRIME PUMP			3				3
	CHILLER			10				10
	EVAPORATIVE CONDENSER			20				[illegible]
	FIRE ALARM SYSTEM			10				[illegible]
	OVERHEAD DOOR (1)			3				3
	RECEIVER			10				10
	ROOF(30,350 SQ.FT.)			182				182
	SPECTATOR SEATS			7				7
	SURGE DRUM			10				10
	WATER/CIRC. PUMP			6				6
	TOILET PARTIONS(1983)	12						12
	CAPITAL $	12		242				254
	OPERATING $			27				27
	TOTAL $	12	0	269	0	0	0	281
FRANK McCOOL	DASHERBOARDS				35			35
	PARKING LOT				50			50
	PLEXIGLASS				14			14
	TOILET PARTIONS				9			9
	UNIT HEATERS				1			1
	CAPITAL $				99			99
	OPERATING $				10			10
	TOTAL $	0	0	0	109	0	0	109
OPTIMIST	DASHERBOARDS		35					35
	PLEXIGLASS		8					8
	TOILET PARTIONS		6					6
	CAPITAL $		35					35
	OPERATING $		14					14
	TOTAL $	0	49	0	0	0	0	49

FIVE YEAR LIFE CYCLE PLAN

ALL AMOUNTS IN $,000 s

DATE:86-11-25

FACILITY	COMPONENT	OUTSTANDING: POSTPONED ITEMS	1987	1988	1989	1990	1991	TOTAL
STU PEPPARD	DOORS/HARDWARE			8				8
	EXHAUST FANS			9				9
	FURNACES			20				20
	H.V.A.C. CONTROLS			5				5
	OVERHEAD DOOR (#2)			5				5
	PARKING LOT			70				70
	TOILET PARTIONS				25			25
	ASPHALT FLOORING(1983)	8						8
	CAPITAL $			90	25			115
	OPERATING $	8		27				35
	TOTAL $	8	0	117	25	0	0	150
RENFREW	ARENA LIGHT FIXTURES						42	42
	DOORS/HARDWARE						11	11
	H.V.A.C. CONTROLS						5	5
	PARKING LOT(1981)	12						12
	TOILET PARTIONS(1981)	7						7
	FIRE ALARM SYSTEM(1986)	10						10
	OVERHEAD DOOR(1/1986)	3						3
	CAPITAL $	22					53	75
	OPERATING $	10					5	15
	TOTAL $	32	0	0	0	0	58	90
SHOULDICE	ASPHALT FLOORING					8		8
	BRIME PUMP					3		3
	CHILLER					10		10
	FIRE ALARM SYSTEM					10		10
	OVERHEAD DOORS (2)					5		5
	RECEIVER					10		10
	ROOF(24,300 SQ.FT.)					146		146
	SPECTATOR SEATS					3		3
	SURGE DRUM					10		10
	WATER/CIRC. PUMP					6		6
	DASHERBOARDS(1985)	35						35
	PLEXIGLASS(1985)	24						24
	TOILET PARTIONS(1985)	4						4
	CAPITAL $	59				186		245
	OPERATING $	4				25		29
	TOTAL $	63	0	0	0	211	0	274
ERINE STARR	BRIME PUMP					3		3
	CHILER					10		10
	FIRE ALARM SYSTEM					10		10
	OVERHEAD DOORS (2)					5		5
	RECEIVER					10		10
	ROOF(26,600 SQ.FT.)					160		160
	SPECTATOR SEATS					6		6
	SURGE DRUM					10		10
	WATER/CIRC. PUMP					6		6
	DASHERBOARDS(1985)	35						35
	CAPITAL $	35				200		235
	OPERATING $					20		20
	TOTAL $	35	0	0	0	220	0	255

FIVE YEAR LIFE CYCLE PLAN

ALL AMOUNTS IN $,000's

DATE:86-11-25

FACILITY	COMPONENT		OUTSTANDING: POSTPONED ITEMS	1987	1988	1989	1990	1991	TOTAL
THORNHILL	DASHERBOARDS			35					35
	DEHUMIDIFIER(OLD)			12					12
	PARKING LOT			19					19
	PLEXIGLASS			12					12
	TOILET PARTIONS			7					7
	UNIT HEATERS			2					2
	CAPITAL	$		78					78
	OPERATING	$		9					9
	TOTAL	$	0	87	0	0	0	0	87
HENRY VINEY	NO REPLACEMENT FORECASTED		0	0	0	0	0	0	0
TOTAL FOR ALL ARENAS	CAPITAL	$	128	113	332	243	386	53	1255
	OPERATING	$	22	23	54	20	45	5	169
	TOTAL	$	150	136	386	263	431	58	1424

ATTACHMENT 4

LIFE CYCLE PLAN SUMMARY

ALL ARENAS TO THE YEAR 2010

DATE:86-11-25   ALL AMOUNTS IN $,000's

FACILITY	TOTAL $K's	AVERAGE $/YEAR	TOTAL CAPITAL $K's	TOTAL OPERATING $K's	TOTAL PRIOITY			COMPONENTS STILL IN USE BEYOND AVG. LIFE
					A	B	C	
					$K's			
ARENAS								
FATHER BAUER	739	31	696	43	479	137	123	33
GEORGE BLUNDUN	847	35	783	64	635	184	28	0
NORMA BUSH	885	37	802	83	688	176	21	0
JIMMY CONDON	919	38	826	93	628	141	150	0
ROSE KOHN	1174	49	1095	79	1023	97	54	39
FRANK McCOOL	997	42	935	62	736	130	131	0
OPTIMIST	1074	45	978	96	737	152	185	0
STU PEPPARD	1401	58	1296	105	1124	64	213	238
RENFREW	1402	58	1310	92	1222	120	60	225
SHOULDICE	1183	49	1103	80	943	162	78	97
ERINE STARR	1236	52	1140	96	955	181	100	100
THORNHILL	976	41	895	81	737	173	66	0
HENRY VINEY	754	31	699	55	562	130	62	0
TOTAL	13587	566	12558	1029	10469	1847	1271	732

FACILITY	AVERAGE $ PER YEAR PER ARENA			TOTAL $ PER YEAR ALL ARENAS			TOTAL $ TO YEAR 2010		
	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL
13 ARENAS	$ 40K	$ 4K	$ 44K	$ 523K	$ 43K	$ 566K	$12,558K	$1,029K	$13,587K

ALL TWIN ARENAS TO THE YEAR 2010

DATE:86-11-25   ALL AMOUNTS IN $,000's

FACILITY	TOTAL $K's	AVERAGE $/YEAR	TOTAL CAPITAL $K's	TOTAL OPERATING $K's	TOTAL PRIOITY			COMPONENTS STILL IN USE BEYOND AVG. LIFE
					A	B	C	
					$K's			
ARENAS								
BAUER/BUSH	1624	68	1498	126	1167	313	144	33
OPTIMIST/BLUNDUN	1921	80	1761	160	1372	336	213	0
RENFREW/VINEY	2156	90	2009	147	1784	250	122	225
CONDON/KOHN	2093	87	1921	172	1651	238	204	39
TOTAL	7794	325	7189	605	5974	1137	683	297

LIFE CYCLE PLAN SUMMARY

ALL INDOOR POOLS TO THE YEAR 2010

DATE:86-11-25 ALL AMOUNTS IN $,000's

FACILITY	TOTAL $K's	AVERAGE $/YEAR	TOTAL CAPITAL $K's	TOTAL OPERATING $K's	TOTAL PRIOITY A $K's	TOTAL PRIOITY B $K's	TOTAL PRIOITY C $K's	COMPONENTS STILL IN USE BEYOND AVG. LIFE
INDOOR POOLS								
ACADIA	832	35	724	108	553	177	102	123
BELTLINE	749	31	650	99	413	262	74	277
BOB BAHAN	914	38	838	76	569	242	103	0
CANYON MEADOWS	854	36	777	77	511	216	127	0
FOOTHILLS	1217	51	1111	106	772	225	220	312
GLENMORE	856	36	797	59	557	213	86	56
INGLEWOOD	798	33	685	113	519	212	67	84
KILLARNEY	955	40	808	147	693	183	79	184
RENFREW	1151	48	1020	131	765	252	134	108
SHOULDICE	777	32	660	117	435	222	120	24
THORNHILL	1024	43	902	122	665	251	108	0
SIR. W. CHURCHILL	895	37	798	97	537	247	111	0
TOTAL	11022	460	9770	1252	6989	2702	1331	1168

FACILITY	AVERAGE $ PER YEAR PER POOL			TOTAL $ PER YEAR ALL POOLS			TOTAL $ TO YEAR 2010		
	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL
12 INDOOR POOLS	$ 34K	$ 4K	$ 38K	$ 407K	$ 52K	$ 459K	$ 9,770K	$1,252K	$11,022K

LIFE CYCLE PLAN SUMMARY

ALL OUTDOOR POOLS TO THE YEAR 2010

DATE:86-11-25 ALL AMOUNTS IN $,000's

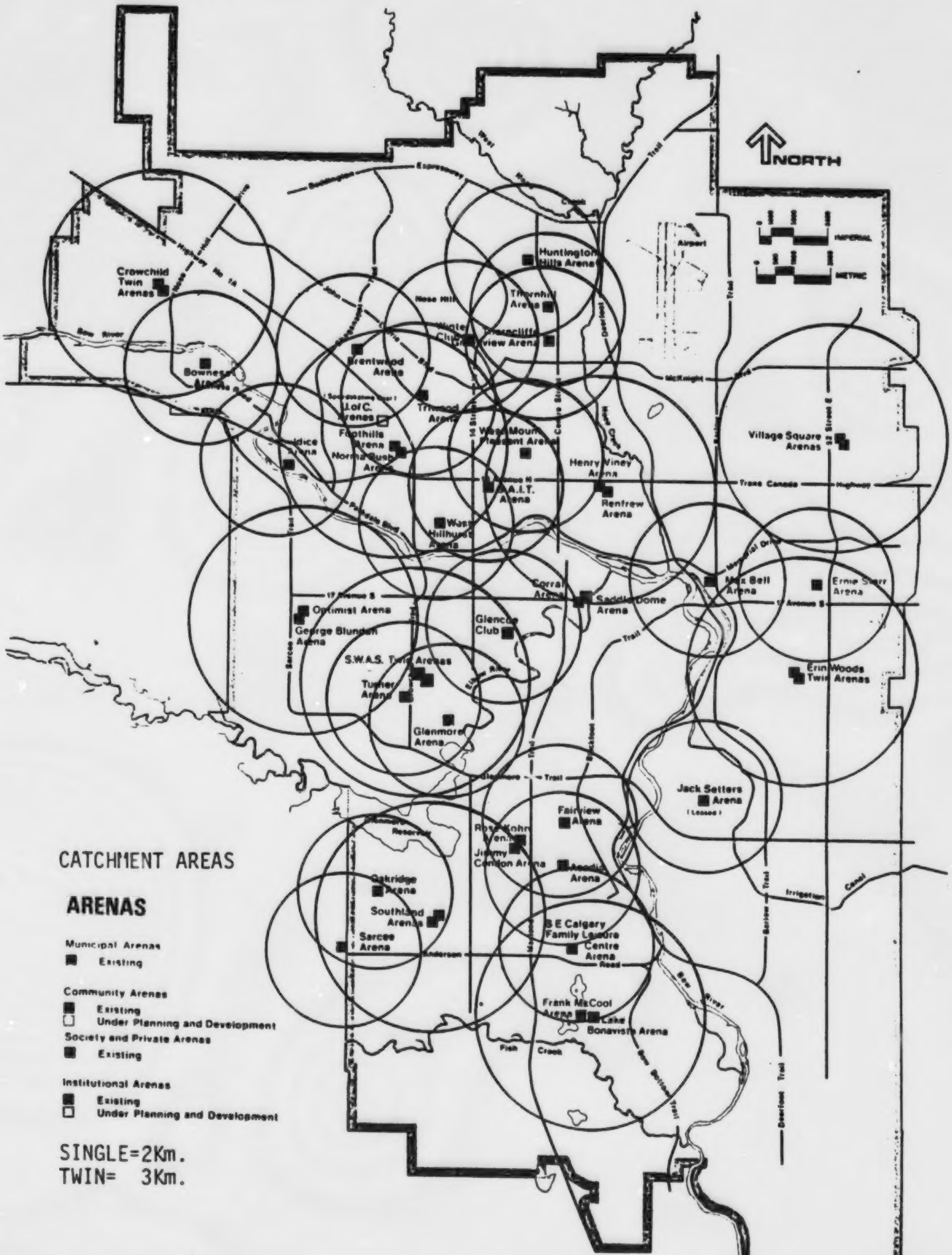
FACILITY	TOTAL $K's	AVERAGE $/YEAR	TOTAL CAPITAL $K's	TOTAL OPEARTING $K's	TOTAL PRIOITY A	TOTAL PRIOITY B	TOTAL PRIOITY C	COMPONENTS STILL IN USE BEYOND AVG. LIFE
					$K's			
OUTDOOR POOLS								
BOWVIEW	622	26	465	157	361	171	90	201
BRIDGELAND	403	17	257	146	223	170	10	119
FORSET LAWN	484	20	311	173	254	166	64	71
HIGHWOOD	383	16	232	151	188	176	19	60
OGDEN/MILLICAN	455	19	371	84	243	144	68	141
MT. PLEASANT	455	19	304	151	285	160	10	177
RILEY PARK	261	11	95	166	143	106	12	69
SILVER SPRINGS	380	16	305	75	206	130	44	0
SOUTH CALGARY	456	19	309	147	271	165	20	135
STANLEY PARK	486	20	341	145	266	166	54	85
TOTAL	4385	183	2990	1395	2440	1554	391	1058

FACILITY	AVERAGE $ PER YEAR PER POOL			TOTAL $ PER YEAR ALL ARENAS			TOTAL $ TO YEAR 2010		
	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL	CAPITAL	OPERATING	TOTAL
10 OUTDOOR POOLS	$ 12K	$ 6K	$ 18K	$ 125K	$ 58K	$ 183K	$ 2,990K	$1,395K	$ 4,385K

The projected costs have been included in the five-year operating and capital budgets contained in the final section of the 'Policy and Priorities Plan'.

The full study may be obtained from the Facilities Division of the Calgary Parks/Recreation Department (268-4749).

APPENDIX T


NORTH
IMPERIAL
METRIC
Airport
Crowchild Twin Arenas
Bowness Arenas
Huntington Hills Arena
Thornhill Arena
Nose Hill
Winter Club
Thorncliffe Greenview Arena
Brentwood Arena
U of C Arenas
Foothills Arena
Norma Bush Arena
Triwood Arena
West Mount Pleasant Arena
S.A.I.T. Arena
Henry Viney Arena
Renfrew Arena
West Hillhurst Arena
Village Square Arenas
Max Bell Arena
Ernie Starr Arena
Corral Arena
Saddle Dome Arena
Optimist Arena
George Blundun Arena
Glencoe Club
S.W.A.S. Twin Arenas
Glenmore Arena
Erin Woods Twin Arenas
Jack Setters Arena
(Leased)
Fairview Arena
Rose Kohn Arena
Jimmy Condon Arena
Acadia Arena
Oakridge Arena
Southland Arena
Sarcee Arena
S.E. Calgary Family Leisure Centre Arena
Frank McCool Arena
Lake Bonavista Arena
Bow River
McKnight Blvd
Trans Canada Highway
Memorial Drive
17 Avenue S
Glenmore Reservoir
Glenmore Trail
Anderson Road
Deerfoot Trail
Fish Creek
Irrigation Canal

CATCHMENT AREAS

ARENAS

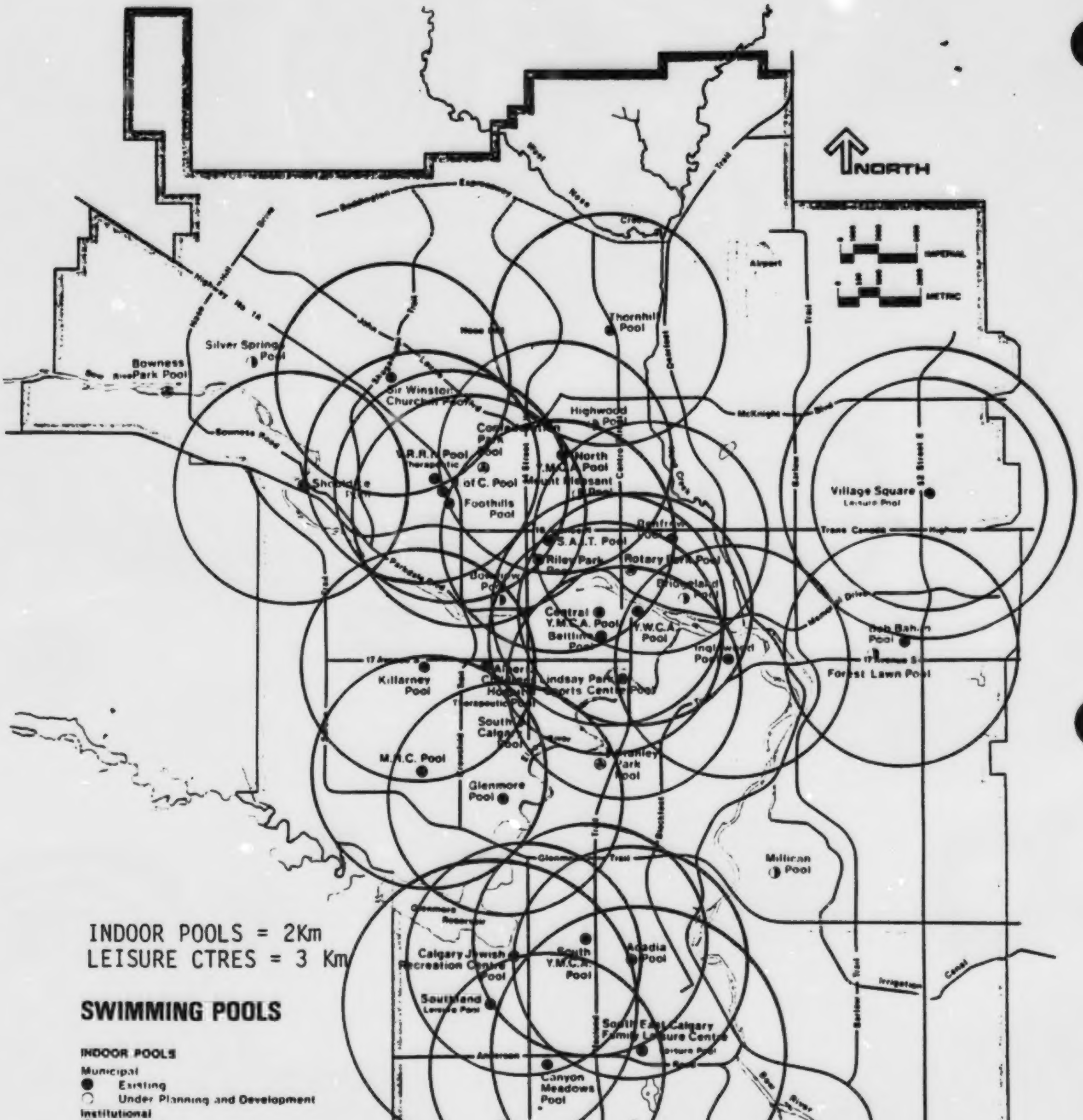
Municipal Arenas
■ Existing

Community Arenas
■ Existing
☐ Under Planning and Development

Society and Private Arenas
■ Existing

Institutional Arenas
■ Existing
☐ Under Planning and Development

SINGLE=2Km.
TWIN= 3Km.


NORTH
IMPERIAL
METRIC
Airport
Thornhill Pool
Silver Springs Pool
Bowness Park Pool
Sir Winston Churchill Pool
Confederation Park Pool
V.R.R.I. Pool Therapeutic
U of C. Pool
Foothills Pool
Shouldice Pool
Highwood Pool
North Y.M.C.A. Pool
Mount Pleasant Pool
S.A.I.T. Pool
Renfrew Pool
Riley Park Pool
Rotary Park Pool
Bowview Pool
Bridgeland Pool
Central Y.M.C.A. Pool
Y.W.C.A. Pool
Beltline Pool
Inglewood Pool
Village Square Leisure Pool
Bob Bahan Pool
Forest Lawn Pool
Killarney Pool
Alberta Children's Hospital Therapeutic Pool
Lindsay Park Sports Center Pool
South Calgary Pool
M.R.C. Pool
Glenmore Pool
Stanley Park Pool
Millican Pool
Calgary Jewish Recreation Centre Pool
South Y.M.C.A. Pool
Acadia Pool
Southland Leisure Pool
South East Calgary Family Leisure Centre
Canyon Meadows Pool
McKnight Blvd
Trans Canada Highway
17 Avenue S
Glenmore Trail
Anderson Road
Deerfoot Trail
Barlow Trail
Crowchild Trail
Macleod Trail
Bow River
Fish Creek
Irrigation Canal
Glenmore Reservoir

INDOOR POOLS = 2Km
LEISURE CTRES = 3 Km

SWIMMING POOLS

INDOOR POOLS

Municipal
- ● Existing
- ○ Under Planning and Development

Institutional
- ● Existing
- ○ Under Planning and Development

Community
- ● Existing
- ○ Under Planning and Development

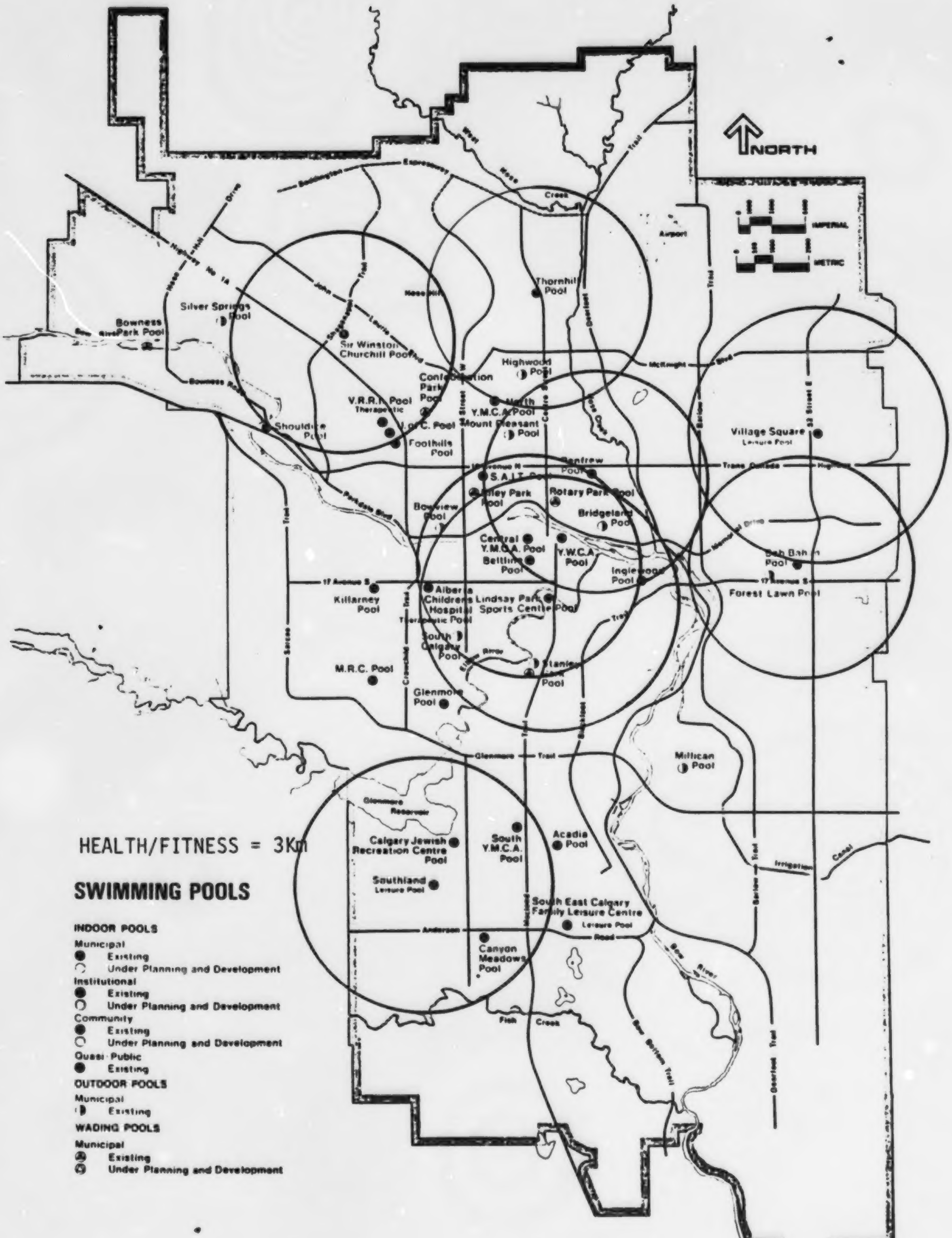
Quasi-Public
- ● Existing

OUTDOOR POOLS

Municipal
- ◑ Existing

WADING POOLS

Municipal
- ● Existing
- ○ Under Planning and Development


NORTH
IMPERIAL
METRIC
Airport
Silver Springs Pool
Bowness Park Pool
Sir Winston Churchill Pool
Confederation Park Pool
Thornhill Pool
Highwood Pool
North Y.M.C.A. Pool
Mount Pleasant Pool
V.R.R.I. Pool Therapeutic
U. of C. Pool
Foothills Pool
Shouldice Pool
Renfrew Pool
S.A.I.T. Pool
Riley Park Pool
Rotary Park Pool
Bowview Pool
Bridgeland Pool
Central Y.M.C.A. Pool
Y.W.C.A. Pool
Beltline Pool
Inglewood Pool
Killarney Pool
Alberta Childrens Hospital Therapeutic Pool
Lindsay Park Sports Centre Pool
South Calgary Pool
Stanley Park Pool
M.R.C. Pool
Glenmore Pool
Village Square Leisure Pool
Bob Bahan Pool
Forest Lawn Pool
Millican Pool
Glenmore Reservoir
Calgary Jewish Recreation Centre Pool
South Y.M.C.A. Pool
Acadia Pool
Southland Leisure Pool
South East Calgary Family Leisure Centre Leisure Pool
Canyon Meadows Pool
Highway No 1A
John Laurie
Nose Hill
Bowness Road
Parkdale Blvd
Sarcee Trail
Crowchild Trail
14 Street W
Centre Street
Deerfoot Trail
Barlow Trail
36 Street E
Trans Canada Highway
McKnight Blvd
16 Avenue N
17 Avenue S
Memorial Drive
Glenmore Trail
Macleod Trail
Blackfoot Trail
Anderson Road
Fish Creek
Bow River
Bow Bottom Trail
Irrigation Canal
Nose Creek
West Nose Creek

HEALTH/FITNESS = 3Km

SWIMMING POOLS

INDOOR POOLS

Municipal
● Existing
◌ Under Planning and Development

Institutional
● Existing
○ Under Planning and Development

Community
● Existing
○ Under Planning and Development

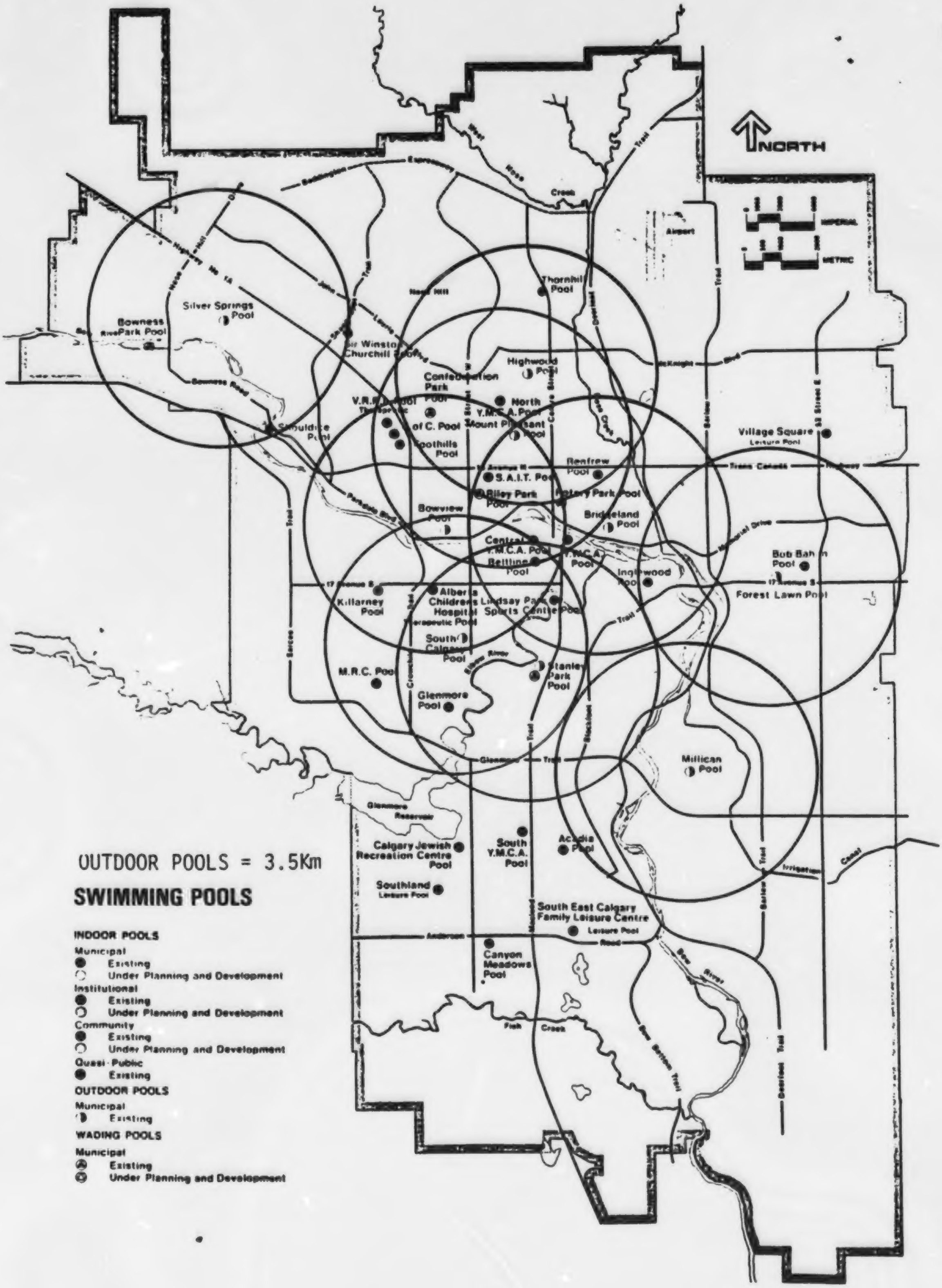
Quasi-Public
● Existing

OUTDOOR POOLS

Municipal
◐ Existing

WADING POOLS

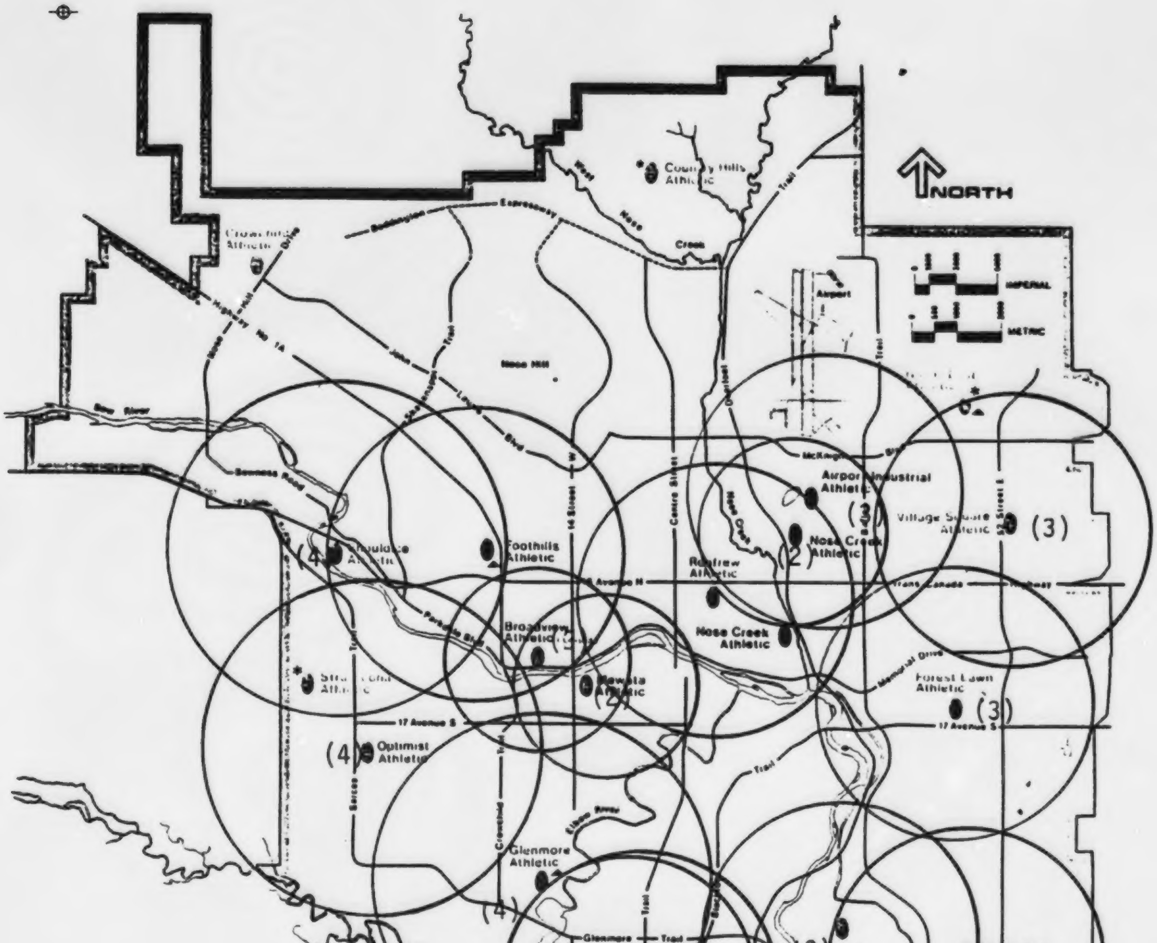
Municipal
● Existing
○ Under Planning and Development



OUTDOOR POOLS = 3.5Km

SWIMMING POOLS

NORTH
IMPERIAL
METRIC
Airport
Nose Hill
Nose Creek
West Nose Creek
Beddington Trail
Deerfoot Trail
Barlow Trail
McKnight Blvd
Trans Canada Highway
16 Avenue N
17 Avenue S
Memorial Drive
Parkdale Blvd
Bowness Road
Sarcee Trail
Crowchild Trail
Glenmore Trail
Glenmore Reservoir
Elbow River
Bow River
Fish Creek
Anderson Road
Macleod Trail
Blackfoot Trail
Bow Bottom Trail
Irrigation Canal
52 Street E
Bowness RiverPark Pool
Silver Springs Pool
Sir Winston Churchill Pool
Shouldice Pool
Thornhill Pool
Highwood Pool
Confederation Park Pool
North Y.M.C.A. Pool
Mount Pleasant Pool
V.R.R. Pool
The Springs
U. of C. Pool
Foothills Pool
S.A.I.T. Pool
Renfrew Pool
Riley Park Pool
Rotary Park Pool
Bowview Pool
Bridgeland Pool
Central Y.M.C.A. Pool
Y.M.C.A. Pool
Beltline Pool
Inglewood Pool
Village Square Leisure Pool
Bob Bahan Pool
Forest Lawn Pool
Killarney Pool
Alberta Childrens Hospital Therapeutic Pool
Lindsay Park Sports Centre Pool
South Calgary Pool
Stanley Park Pool
M.R.C. Pool
Glenmore Pool
Millican Pool
Calgary Jewish Recreation Centre Pool
South Y.M.C.A. Pool
Acadia Pool
Southland Leisure Pool
South East Calgary Family Leisure Centre Leisure Pool
Canyon Meadows Pool
INDOOR POOLS
Municipal
● Existing
○ Under Planning and Development
Institutional
● Existing
○ Under Planning and Development
Community
● Existing
○ Under Planning and Development
Quasi-Public
● Existing
OUTDOOR POOLS
Municipal
◐ Existing
WADING POOLS
Municipal
● Existing
○ Under Planning and Development

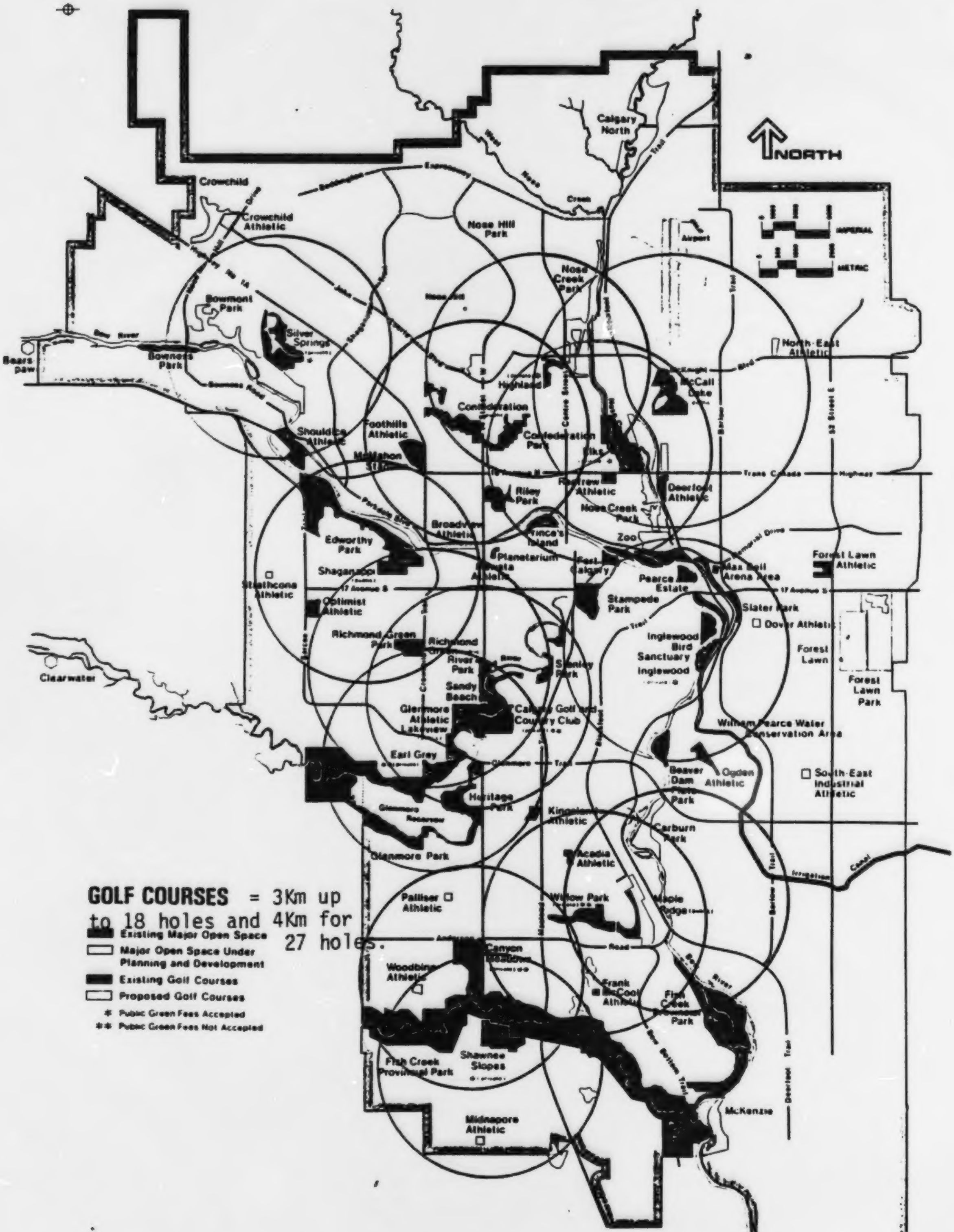


CATCHMENT AREA DEPENDS
ON SIZE OF ATHLETIC PARK

REGIONAL ATHLETIC FIELD DEVELOPMENT

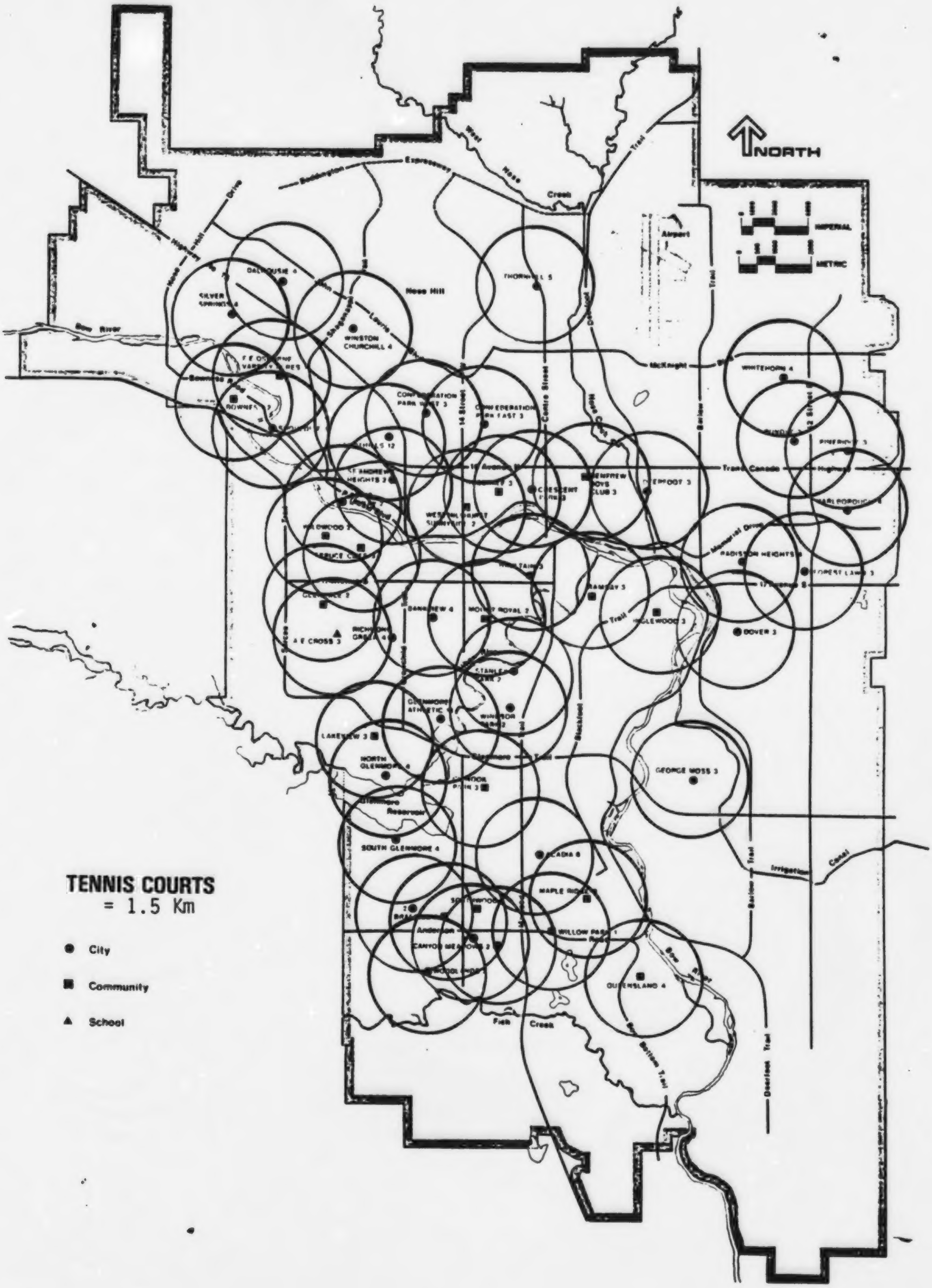
NORTH
IMPERIAL
METRIC
● Existing
● Under Planning and Development
Proposed Athletic Park
● Other Athletic Fields
* LAND ACQUISITION REQUIRED
▲ ALL WEATHER TRACKS
Country Hills Athletic
Crowchild Athletic
Nose Hill
Airport
Bow River
Bowness Road
Beddington Expressway
West Nose Creek
Highway No 1A
John Laurie Blvd
McKnight Blvd
Airport Industrial Athletic
Nose Creek Athletic
Village Square Athletic
Bowness Athletic
Foothills Athletic
Renfrew Athletic
Nose Creek Athletic
16 Avenue N
Trans Canada Highway
Broadview Athletic
Shawnessy Athletic
Strathcona Athletic
Memorial Drive
Forest Lawn Athletic
17 Avenue S
Optimist Athletic
Elbow River
Glenmore Athletic
Glenmore Trail
Kingsland Athletic
Ogden Athletic
South East Industrial Athletic
Glenmore Reservoir
Irrigation Canal
Acadia Athletic
Southland Athletic
Anderson Road
Woodbine Athletic
Frank McCool Athletic
Fish Creek
Bow Bottom Trail
Deerfoot Trail
Midnapore Athletic
14 Street W
Centre Street
52 Street E
Sarcee Trail
Crowchild Trail
Barlow Trail
(4)
(3)
(2)
(3)
(4)
(2)
(3)
(4)
(4)
(3)
(3)
(2)
(2.25)
(2.25)
(2.25)

A.



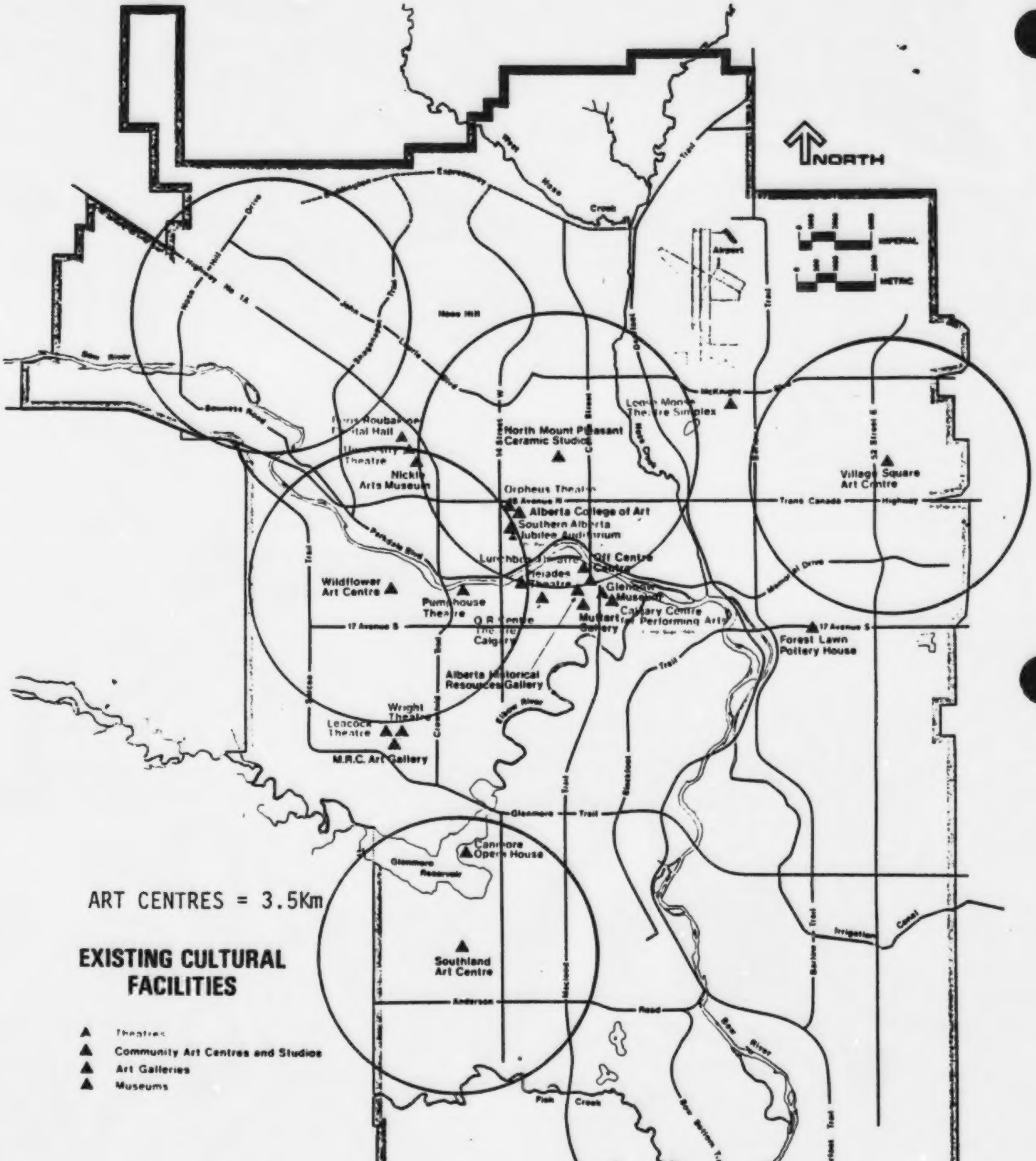
GOLF COURSES = 3Km up to 18 holes and 4Km for 27 holes.

NORTH
IMPERIAL
METRIC
Existing Major Open Space
Major Open Space Under Planning and Development
Existing Golf Courses
Proposed Golf Courses
* Public Green Fees Accepted
** Public Green Fees Not Accepted
Calgary North
Crowchild
Crowchild Athletic
Nose Hill Park
Nose Creek Park
Airport
North-East Athletic
Bowmont Park
Silver Springs
Bearspaw
Bowness Park
Bow River
Highland
McCall Lake
Confederation
Confederation Park
Shouldice Athletic
Foothills Athletic
McMahon
Elks
Renfrew Athletic
Deerfoot Athletic
Riley Park
Nose Creek Park
Trans Canada Highway
Broadview Athletic
Prince's Island
Zoo
Edworthy Park
Planetarium
Fort Calgary
Forest Lawn Athletic
Shaganappi
Strathcona Athletic
Pearce Estate
Max Bell Arena Area
17 Avenue S
Optimist Athletic
Stampede Park
Slater Park
Dover Athletic
Richmond Green Park
Richmond Green
River Park
Sandy Beach
Stanley Park
Inglewood Bird Sanctuary
Inglewood
Forest Lawn
Forest Lawn Park
Clearwater
Glenmore Athletic
Lakeview
Calgary Golf and Country Club
William Pearce Water Conservation Area
Earl Grey
Glenmore Trail
Beaver Dam Flats Park
Ogden Athletic
South-East Industrial Athletic
Heritage Park
Glenmore Reservoir
Kingsland Athletic
Carburn Park
Glenmore Park
Acadia Athletic
Irrigation Canal
Palliser Athletic
Willow Park
Maple Ridge
Canyon Meadows
Anderson Road
Woodbine Athletic
Frank McCool Athletic
Fish Creek Park
Fish Creek Provincial Park
Shawnee Slopes
Bow Bottom Trail
Deerfoot Trail
Barlow Trail
52 Street E
McKenzie
Midnapore Athletic



TENNIS COURTS
= 1.5 Km

● City
■ Community
▲ School
NORTH
IMPERIAL
METRIC
Airport
Beddington Expressway
West Nose Creek
Nose Creek
Nose Hill
Nose Hill Drive
Bow River
Bowness Road
Shaganappi Trail
Crowchild Trail
McKnight Blvd
Trans Canada Highway
16 Avenue N
Memorial Drive
17 Avenue S.E.
14 Street
Centre Street
52 Street
Barlow Trail
Deerfoot Trail
Blackfoot Trail
Macleod Trail
Sarcee Trail
Glenmore Trail
Glenmore Reservoir
Anderson Road
Irrigation Canal
Fish Creek
Bow Bottom Trail
DALHOUSIE 4
SILVER SPRINGS 4
WINSTON CHURCHILL 4
THORNCLIFFE 5
F E OSBORNE VARSITY ACRES
BOWNESS 2
CONFEDERATION PARK WEST 3
CONFEDERATION PARK EAST 3
ST ANDREWS HEIGHTS 2
CRESCENT HEIGHTS 3
RENFREW BOYS CLUB 3
WESTERN CANADA UNIVERSITY 2
WILDWOOD 2
SPRUCE CLIFF
GLENBROOK 2
A E CROSS 3
RICHMOND GREEN 4
BANKVIEW 4
MOUNT ROYAL 2
RAMSAY 3
INGLEWOOD 3
WHITEHORN 4
PINERIDGE 3
MARLBOROUGH 4
RADISSON HEIGHTS 4
FOREST LAWN 3
DOVER 3
STANLEY PARK 2
GLENMORE ATHLETIC
WINDSOR PARK 2
LAKEVIEW 3
NORTH GLENMORE 4
GEORGE MOSS 3
SOUTH GLENMORE 4
ACADIA 6
MAPLE RIDGE
SOUTHWOOD
BRAESIDE 2
CANYON MEADOWS 2
WILLOW PARK 1
QUEENSLAND 4


NORTH
IMPERIAL
METRIC
Airport
Nose Hill
West Nose Creek
Expressway
Crowchild Trail
John Laurie Blvd
Bow River
Bowness Road
Parkdale Blvd
McKnight Blvd
14 Street W
Centre Street
Deerfoot Trail
Nose Creek
16 Avenue N
Trans Canada Highway
52 Street E
Memorial Drive
17 Avenue S
Sarcee Trail
Elbow River
Glenmore Trail
Blackfoot Trail
Macleod Trail
Barlow Trail
Irrigation Canal
Anderson Road
Glenmore Reservoir
Fish Creek
Bow Bottom Trail
Bow River
Loews Moxie Theatre Simplex
Boris Roubakine Recital Hall
University Theatre
Nickle Arts Museum
North Mount Pleasant Ceramic Studios
Village Square Art Centre
Orpheus Theatre
Alberta College of Art
Southern Alberta Jubilee Auditorium
Lunchbox Theatre
Off Centre Centre
Pleiades Theatre
Glenbow Museum
Calgary Centre for Performing Arts
Wildflower Art Centre
Pumphouse Theatre
Q R Centre Theatre Calgary
Mutart Gallery
Forest Lawn Pottery House
Alberta Historical Resources Gallery
Wright Theatre
Leacock Theatre
M.R.C. Art Gallery
Canmore Opera House
Southland Art Centre

ART CENTRES = 3.5Km

EXISTING CULTURAL FACILITIES

- ▲ Theatres
- ▲ Community Art Centres and Studios
- ▲ Art Galleries
- ▲ Museums

APPENDIX U

NATURAL AREA MANAGEMENT

The fourth goal (of ten) that emerged from the strategic planning process called for increased emphasis on the protection and preservation of significant natural environments in and around Calgary. The rationale for this priorization can be found on pages 12 and 13 of Volume 1.

Significant natural areas had already been identified in previous reports:

- o Calgary Regional Planning Commission, 'Environmentally Significant Areas of the Calgary Region' (Calgary, 1983)
- o CH2M-HIll, 'Water Recreation Resources Study', for Calgary Parks/Recreation Department (Calgary, 1980).
- o Planning and Building Department, 'Calgary River Valleys Plan' (Calgary, 1984)

Given the existence of this base information, staff of the Outdoor Section were asked to review each site identified and make recommendations as to priorities. For each location, present use was reviewed, current management issues identified and strategies suggested. The findings and conclusions are summarized in the table on the following pages.

Common themes were identified and an overall management strategy developed; see KRA PP4 on page 52 of Volume 1.

APPENDIX U

NATURAL AREA MANAGEMENT STRATEGIES

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Bowmont Park	- Extends for approximately four Km. along north shore of Bow River in northwest Calgary. A variety of habitats are included in the river flats, islands, escarpments and plateau which make up Bowmont Park. 390 acres.	- City - Private	Primary - hiking/biking - nature study - wildlife corridor Secondary - dog-walking - off-road vehicles - gravel operations	Design - number & location of access points - parking area locations Operation - reclamation of disturbed areas - management of park resources - control off-trail use - control of weeds/fires - reduction of vandalism	To Be Implemented - limit number of access points as much as possib - reclaim disturbed areas. - encourage intensive use in designated zones only - design & build a maintenanced ranger offi - sectionalize inventory & monitor strategies - purchase private land To Be Considered - allowance of picnic fire - use of portion of area as a day camp
Edworthy Park	- North facing hillside and associated flatlands on southside of Bow River. Vegetation varies from grasslands and aspen woods to riverine forest, douglas fir woods, and spruce forest. EDWORTHY PARK - 191 acres. LOWERY GARDENS - 42 acres. DOUGLAS FIR TRAIL - 81 acres.	- City - Province	Primary - hiking/biking - nature study - picnicking - wildlife corridor Secondary - orienteering - dog-walking - fishing - day camp	Design - designation of park boundaries - access to Lowery Gardens - possiblilty of sewage treatment plant in area - design of utilities/roads Operation - limit off trail use - reduction of letter - reclamation of land/parks - reduction of vandalism - more interpretation of historical & natural history	To Be Implemented - designation of park boundaries to include Edworthy Park, Douglas Fir Trail, Shaganappi slopes & Lowery Gardens - restrict cycling to Bow River path and Edworthy Park - keep trail through Dougl. Firs well maintained & signed - reclaim trails in Edwort Park - patrol park regularly - acquire Lowery Gardens - increase historic interp etation To Be Considered - expansion & upgrading of Edworthy house [illegible] interpretive h[illegible]arter - no dogs in Douglas Fir section

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Beaverdam Flats	- 36 acre area of riverine forest with major disturbed areas.	- City	Primary - hiking/biking - nature study - picnicking - wildlife corridor Secondary - fishing	Design - try to decrease uncontrolled spread from intensive use zones Operation - limit dog use - improve appearance & quality of drainage channel - reduce vandalism - preservation of natural environmental areas	To Be Implemented - seasonal rangers to be used - garbage removal standard increased To Be Considered - re-evaluate design to separate different use zones - ways to increase aesthetics of water channel
Carburn Park	- 150 acres of disturbed riverine forest along east bank of Bow River aouth of Glwnmore Trail	- City	Primary - hiking/biking - nature study - wildlife corridor - fishing - wintering area for waterfowl and eagles Secondary - picnicking	Design - design natural area plan for park Operation - control of beavers - enforcement of fishing regulations - reduction of vandalism - reduction of off-road vehicles/trail use	To Be Implemented - patrol area more - limit access to natural - re-inventory & re-develop managemetn strategies To Be Considered - need for maintance/range building - need to maybe reclassify park

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL [illegible]ATEGY
Weaselhead Western end of Glenmore reservoir approximately 240 hectares	- This unique natural area contains a diversity of ecological habitats consisting of floodplain, river bottom, high banks Aspen & White Spruce woods Willows & riverine forest & wetland communities	- City of Calgary	Primary - hiking/biking - jogging - nature study - wildlife corridor - cross country skiing Secondary - equestrian - orienteering - watershed protection zone for Glenmore reservoir	Design - conflict of users along the asphalt trail - establishment of boundaries i.e. where does Glenmore Park end and Weaselhead begin? - need new bridge across the Elbow River	To Be Implemented - phasing out of equestrian usage - restoration work on old trails - reclamation of disturbed areas - more ranger patrol - definite boundaries to be established - proper signage installed To Be Considered - widening of asphalt pathway - closure of some trails - restricted areas for natural habitat - new bridge across the Elbow River - major interpretive centre

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Inglewood Bird Sanctuary	- 70 acres of riverine forest designated as a Federal Migratory Bird Sanctuary in 1929	- City	Primary - nature study - hiking/biking - wildlife corridor Secondary - fishing - picnicking - jogging - orienteering	Design - limit number of access points - interpretive facility poor - limited amount of parking - complete fencing of park - fencing of certain trails - more storage space needed - visitor conflicts between active & passive recreationalists - no tap water/city sewage Operation - grazing to reduce fire hazard & maintain habitat - reduction of vandalism - control of beavers - health of poplars - reduce off-trail use	To Be Implemented - area should be operated as Wildlife Sanctuary To Be Considered - major interpretive cent should be built - Bow River pathway shoul be re-routed. - wild bird rearing facility should be buil - control beaver through Alberta Fish & Wildlife - reduce access points to one - no feeding of wildlife unless feeding is controlled - City water & sewage lin to be brought to site - no cycles to be allowed - no pets to be allowed - more patrolling of area on weekends & evenings - how to best stabilize banks - if & where to build viewing area - look in gate charge
Sandy Beach	-210 acres of riverine forest with intensive use zones along the Elbow River just downstream from Glenmore dam	- City	Primary - hiking/biking - wildlife corridor -nature study - picnicking - day camp Secondary - dog walking - swimming - off-road vehicles	Design - more signage Operation - reduction of vandalism - unsupervised swimming - erosion	To Be Implemented - patrol area more To Be Considered - do a design study for the area & implement within the next five years

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Nose Hill	- Grassland plateau with drainage coulees. Some of the coulees are wooded. Grasslands vary from natural to disturbed. - 1540 acres city owned. Potential 1020 additional acres.	- City - Private	Primary - hiking - nature study - dog walking - grazing Secondary - cycling - horseback riding - gravel mining - off-road vehicles - radio towers	Design - number & location of access points - utilities - acquisition of land - south slope preservation - archaeological preservation - trail design & location - reclamation of gravel pits - type & location of fences - restricted use areas for toboganning/cycling Operation - fires to manage resources e.g. habitat burna - control of fire use by visitors - number, location & rotation of dog use areas -grazing as a habitat mtc. tool - visitor services information - control of weeds - reclamation of disturbed areas - no off-road vehicles - reduction of vandalism	To Be Implemented - one park entrance for motor vehicles off 14St NW lined with chain lin fencing - grazing to be under control of resource manage - restricted area for dog - purchase private land -removal of gravel minin - visitor services centr to be built - seasonal rangers hired - develop environment sensitive pathways - dedication of park as natural environment To Be Considered - allowing hang-gliding - use of portion of area for day camp - allowing picnic fires

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Douglas Fir Preserve (2 Km south and west of Bowness Park)	- Large areas of Environmental Reserve, Aspen, White Spruce and Douglas Fir Escarpment, Northwest and East facing slope.	- Some private land - Environmental reserve.	Primary - hiking - wildlife corridor - Nature study - Dog-walking Secondary Use - Picknicking - Parties	Design - N.W. Bypass and impact on environment - No designated boundaries - Little access is available - Land purchase Operation - multiple trails causing erosion - garbage guildup - uncontrolled dogs - uncontrolled riverbank erosion - no visitor services	To Be Implemented - continue inventory of wildlife - clean up garbage - fence area - designate boundaries - develop visitor services plan. - designate area as natural area To Be Considered - set buffer for area larger than set back allotment - find alternate location for NW Bypass route - restrict dogs to leash - develop low environmental impact trail through area.

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Bearspaw (4.8 Km west along Bow River length approximately 8Km)	- The area includes the reservoir and the natural environment surrounding the area.	- City of Calgary - Private - Trans-Alta Utilities	Primary - grazing - farming - residences - water retention - wildlife corridor - water use by City of Calgary Secondary Use - fishing - hiking - nature study - cross country skiing - horseback riding - off-road vehicles - dog-walking	Design - land purchase - access - boundary designation Operation - no visitor services - no parking - control of fires - no natural area protection - no archeaological protection	To Be Implemented - continue to inventory areas - do a land use study to determine the following items: -ownership -appropriate lands for protection -methods of public access -recreation capacity -grazing policy -fire policy -methods of land acquisition
West Scenic Acrea (3Km coulee just west of Bearspaw water treatment plant)	- North-South Coulee off Bow River in NW Calgary. - area of Aspen, Balsam Poplar, White Spruce and grasslands - Drainage area into Bow River	- Private developer	Primary - grazing by horses - wildlife corridor Secondary - Nature study - Hiking	Design - acquisition of land - boundaries - location of feeder road to NW By-pass - utilities location Operation - overgrazing of area - protection of water flow through area - area has no visitor services	To Be Implemented - continue inventory of area To Be Considered - divert proposed feeder roa to more disturbed area or to present location throug road (as recommended in Parks preliminary biophysi report) - designate area as natural area park - fence area from residenti development leaving environmentally sensitive access points. - develop visitor use plan for area.

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
West Fish Creek Area (Area west of Fish Creek Provincial Park to 4Km west of City limits)	- The area is a mix of White Spruce, Aspen, Balsam Poplar and grazed grasslands	Area to north of Fish Creek is the Sarcee Indian reserve and to the South, farms, and private acreages	Primary - grazing - farming - acreages/housing - wildlife corridor Secondary - off road use - hunting	Design - determine boundaries - access Operation - reclamation of disturbed areas.	To Be Implemented - biological inventory when possible - Do a land study to determine the followin items: -ownership -appropriate lands for protection and parks acquisition -methods of public access -recreation capacit -methods of land acquisition
Cominco Natural Area (approximately 250 acres in southeast Calgary along the Bow River)	- Boarded on the west and most of the north by Heritage Drive On the east by the Bow River and on the south by a fence at about 82 Avenue S.E. - One of the best areas in the city for deer and migratory waterfowl.	Cominco Province	Primary - chemical fertilizer plant - major wintering area for waterfowl and eagles - wildlife corridor and habitat Secondary - nature study - fishing	Design - acquisition of land if it becomes threatened or disturbed by present owners Operation - type of fencing - no fire policy for area - release of warm water into Bow River	To Be Implemented - re-inventory of area To Be Considered - purchase of land when available. - wildlife preserve with restricted access - develop range patrol - develop bank stabilization project - reclamation of disturbed areas.

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Elbow River (west of Weaselhead to Clearwater)	- Forested area and grasslands	- Indian reserve on south side of Elbow River - Some private on north side of river	Primary - residences - grazing - farming Secondary - hunting - off road vehicle use - nature study	Design - land purchases - access - watershed protection Operation - overgrazing - removal or vegetation	To Be Implemented - biophysical inventory of area - do a land study to determine the following items: - ownership - appropriate lands for protection - methods of public access - recreation capacity - grazing policy - fires policy - methods of land acquisition
McElroy Slough (approximately 5Km east of City)	- Slough north of Chestermere Lake - surrounded by private agricultural land and secondary road.	- 3 private owners - W.I.D.	Primary - irrigation - private residence - grazing - nature study (H. Rosshas has set up a bird watching centre with a cabin for the public) Secondary - hunting	Design - undetermined boundaries - lack of public access Operation - overgrazed land and erosion of bank areas - poor quality water due to agricultural use - lack of parking facilities - problems with hunting from road - no funding for Bird centre	To Be Implemented - To be left in private han until in City limits - encourage grant funding for MacElroy Slough Society - maintain good and active relationship with owner For Consideration - no aquatic recreation be encouraged - ban hunting from road way - man-made islands for waterfowl nesting

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
68 Street storm sewer area (area just south of 12 ave. S.E.)	- Man-made Lake located at old Forest Lawn dump site	- City of Calgary	- Closed to public	Design - concern over construction on waste disposal area Operational - maintenance of area for wildlife	To Be Implemented - inventory wildlife when possible To Be Considered - public access to land area
Shepard Slough (near town of Shepard 1 Km SE of Calgary)	- Series of Sloughs - slough receding	- Private	Primary - grazing - croplands - waterbird migration area - nesting sites for birds Secondary - Nature study - hunting	Design - determine boundaries - future land designation (i.e. residential or industrial) Operational - water levels - water quality - overgrazing	To Be Implemented - inventory wildlife for area - identify potential boundaries - maintain water levels To Be Considered - determine if this type of environment can be preserved - encourage industrial zonation surrounding area - fence and provide larger buffer zones - reclaim parts of land

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Chestermere Lake (5 Km east of Calgary)	- linear lake and water reservoir on WID canal	- Private - Operated by township of Chestermere Lake	Primary - water skiing - housing - boating - wind surfing - irrigation water and storage - fishing Secondary Use - nature study	- None from natural areas standpoint - Public access limited	To Be Implemented - leave in hands of Chestermere Lake Village until incorporated into the City. To Be Considered - future public recreation use
Lloyd Lake (2 Km south west of Calgary Highway 22Y)	- Intermitent Lake	- Private	Primary - housing - private recreation area - grazing Secondary - nature study - migration - stop over for waterfowl	Design - boundaries - public access Operation - vegetation protection (especially shoreline) - continued recreational use of area	To Be Implemented - inventory when funds are available To Be Considered - design study contingent upon inventory

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
MacDonald Lake (approximately 10 km NE of Calgary)	- Water body surrounded by undeveloped, ungrazed area	- 1 private owner (oil refinery at lake)	Primary - water storage - water bird migration stopover Secondary - nature study	Design - retention and preservation of lake Operation - problems of water quality - sour gas problem	To Be Implemented - inventory when land access is available

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
W.I.D. Canal (Approximately 21 km long and right of way 66 to 95 meters wide.)	Headwaters of the canal start at the weir, Pearce Estate Park. Canal runs through residential industrial and agriculatural areas to Chestermere Lake. The right-of-way features rolling topography to open prairie landscape in the rural areas. Vegetation varies but generally consists of grasses, various types of shrubs interspersed with stands of poplar.	- Canadian Pacific Railway constructed in 1894.	Primary - Main purpose to provide water for irrigation through Chestermere Lake. - Canoeing Secondary - Hiking - Tobogganing - Cross-country Skiing - Equestrian - Nature Study	Design - Storm sewer effluence - Access - Pathway System - Off-road Vehicles Operational - Wetland Managememt - Debris along the right-of-way from industries - Concerns re increased recreational use of right-of-way would result in vandalism of private property	To be Implemented - Develop a pathway system to Chestermere Lake - Develop activity nodes along right-of-way - Develop into urban park space from headwaters to city limits - Ban motorized vehicles - Existing wetland habitat should be maintained and protected - Resource inventory should be done
Nose Creek (Bow River to Balzac)	Small fluctuating stream fed by many storm sewers. Much of the creek has been channelized. There are a few oxbows creating interesting habitat	- City of Calgary - Private - C.P.R.	Primary - Storm sewer drainage - Pasture - Pathway corridor - Hiking - Wildlife corridor Secondary - Biking	Design - no development set back in some cases - Private ownership Operational - Used for dumping garbage in - Pollution	To Be Implemented - Land acquisition as City expands - Restoration along the banks Under Consideration - Pathway extension to Beddington Creek & north as City expands - Tie into pathway system into NE Calg & [illegible]se Hil - Setback for [illegible] linear corridor

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUES	GENERAL STRATEGY
Douglas Fir Preserve to Bearspaw Reservoir (2 1/2 km)	- River runs fairly swift in this area - North-facing escarpment, heavily treed with White Spruce, Douglas Firs and Aspen - South-facing slope and valley characterized by over-grazed grasslands	- Private - C.P.R. - Trans Alta Utilities	Primary - Fishing - Golf Courses - Wildlife Corridor - Hiking Secondary - Filming - Gravel Operations	Design - Public Access needed - Trail locations and types Operational - Preservation of Islands	To Be Implemented - Study of recreation potential - Biophysical resource assessment Under Consideration - Pathway extension to Bearspaw Reservoir as City expands - Linear park
Beddington Creek (Confluence of Beddington & Nose Creeks to 8 km upstream)	The creek meanders through Simons Valley, which is a wide 'U'shaped valley consisting of three main biogeographical zones: 1. Open short grass prairies on the escarpments and south-facing slopes 2. North-facing slopes, more or less covered by shrubs and small trees. 3. Floodplain consisting mainly of meadows cut across by stream meanders	- Private	Primary - Pastures - Water for stock Secondary - Hiking - Equestrian - Wildlife Corridor	Design - Establishing a park corridor - Preservation of "Split Rock" erratic and other natural features Operational - Water quality as City expands and storm sewers are drained into the creek - Reclaimation of disturbed areas	To Be Implemented - Clean-up of area - Study potential as a linear park - Land acquired along creek as City expands To Be Considered - Pathway system linking into Nose Hill & Nose Creek - Determine areas suitable for environmental protection

AREA	DESCRIPTION	OWNERSHIP	PRESENT USE	MANAGEMENT ISSUE	GENERAL STRATEGY
Pine Creek (Approximately 3 kms south of City limits. Study area 8 kms upstream from confluence of Pine Creek & Bow River)	Small intermittent meandering creek flowing through pasture land	Private	Primary - Pasture - Water for stock - Wildlife corridor	Design - Protection resources Operational - Water quality as City expands and storm sewers are drained into the creek	To Be Implemented - Study of its potential use as a linear park - Biophysical inventory To be Considered - Corridor should be protected
Bow River (South City limits to Pine Creek)	The Bow River flows through a wide valley of riverine Easily navigable river.	Private	Primary - Grazing - Private recreation - Hiking - Horseback riding - Fishing Secondary Gravel extraction	Design - Lack of river bank access - Lack of setback of development from escarpments and riverbank Operational - Overgrazing - Pollution	To Be Implemented - Study of potential recreation capacity - Extension of Bow River pathway as city expands - Public access areas

APPENDIX V

LINEAR PARKS AND PATHWAYS

There is an increasing demand for the preservation of natural environments and provision of outdoor recreational experiences. Also, rising energy costs and the growing concern for personal fitness are now prompting more people to walk, jog, or cycle for recreation and for travelling to work or school. In response to these trends, the Department will continue to place a high priority on the development and maintenance of linear parks and pathways.

Linear parks are relatively narrow open spaces which extend along riverbanks, escarpments, roadways, easements, or other rights-of-way.

The Department is planning a riverbank linear park along both sides of watercourses in all newly-developing areas in the city.

Pathways are surfaced routes in parks which are designed for the use of pedestrians and cyclists and developed and maintained by the Department. The City negotiates with the Development Industry to construct sections of pathway in accordance with Area Structure Plans and, when approved, the attached Pathway and Bikeway Systems Map. Bikeways are signed routes which follow streets. They are planned by the Transportation Department and constructed and maintained by the Engineering Department. Regional pathways and bikeways are designed as a coordinated system for recreational and commuter use.

Trails are unsurfaced routes in parks which are designed for pedestrian use only, i.e. hiking and skiing. They often link into the pathway system.

Pedestrian crossings of rivers and transportation arteries are needed in order to link together communities and parks and to create a regional pathway system. All future non-expressway vehicular bridges will be considered as potential river crossings for pedestrians and cyclists. Also, riverbank access under future vehicular bridges is important to provide the continuity necessary for a linear park and pathway system.

POLICY

1. Where possible, encourage the establishment of a continuous linear park and pathway system throughout the city, which takes advantage of natural features and provides a variety of experiences, including formal parks and natural areas, and pathways and trails.

2. A riverbank park system will be established according to the policies of the Calgary River Valleys Plan.

3. Develop a public pathway along at least one bank of all watercourses in the city.

4. Encourage the development of a pedestrian and bicycle pathway system which:
    a) is segregated from vehicular traffic where feasible;
    b) inter-connects new and existing communities and major public facilities such as schools, recreation areas and shopping centres;
    c) is linked to the riverbank linear park system;
    d) allows access and use by the disabled where feasible;
    e) has lighting only in special circumstances.

5. Provide pedestrian and cyclist crossings of Calgary's watercourses and major transportation routes where warranted to improve access to major riverbank parks and to trail and pathway networks.

6. Ensure pedestrian and bicycle access under future bridges across the City's watercourses and, where warranted, provide a river crossing for pedestrians and cyclists along future bridges.

IMPLEMENTATION

* Linear parks will be jointly planned by the City and developers as an interconnecting system in both new and existing communities where possible. Where linear parks meet the design criteria of the Parks/Recreation Department, serve as a major community or regional connector, and do not displace other priority reserve needs such as Joint Use Sites, Community and Neighbourhood Parks; they may be considered for dedication as municipal reserve.

* The linear park system will be developed along all banks of rivers and creeks in accordance with the Calgary River Valleys Plan, i.e. interrupted only where currently designated low-density (R-1, RR-1 and R-2) residential uses and private non-profit organizations are adjacent to the riverbank. When these are redesignated to uses other than R-1 and RR-1 residential districts, riverbank parkland or sufficiently wide pathway easements will be negotiated for by the City.

* The Parks/Recreation Department will plan and develop pathways and the Transportation Department bikeways, with planning being coordinated to ensure an integrated system. This planning applies to both previously developed as well as newly developing areas where it is important to provide pedestrian and bicycle links through communities, to major public facilities, and to open spaces.

* Development of the regional pathway network will be guided by the accompanying plan (Figure 3.4.3), park master plans, the Calgary River Valleys Plan, the Calgary Cycle Plan, and the development process.

* Older sections of pathway will be reconstructed where they are inadequate in their design or condition.

* To facilitate bicycle travel on a looped pathway system, the Department will request the Transportation Department to accommodate bicycles on one or both sidewalks of selected existing vehicle traffic bridges where alternate crossings are unavailable within a reasonable distance. Signs will be installed to instruct bicyclists to yield to pedestrians.

* The Department will work with the Transportation and Engineering Departments to evaluate the feasibility of bike-only lanes along appropriate streets in order to facilitate safe bicycle travel.

REGIONAL PATHWAY DEVELOPMENT RESPONSIBILITY

1. Parks/Recreation Department

The riverbank pathway program will continue to be coordinated and budgeted by the Parks/Recreation Department. Examples include the Bow and Elbow Rivers, and Nose and West Nose Creeks.

Regional pathways in general will also be coordinated and budgeted by the Parks/Recreation Department. Examples include major parks, community linear open space, and the top of the Fish Creek Valley escarpment.

2. Transportation and Engineering Departments

These Departments will continue to plan and implement the bikeway development program with input from Parks/Recreation. Examples include on-street bikeways, pathway connections, and bicycle lanes.

3. Private Development Companies

Here, participation is based upon negotiated development agreements with the City of Calgary. Pathway work by developers is confined to linear open space produced as a part of subdivision. Examples include easements, walkways, boulevard pathways, and also regional pathways shown in Area Structure Plans.

PARKS/RECREATION RIVERBANK PATHWAY DEVELOPMENT

The following list is the proposed river pathway development program. No priorities are given within the five and ten-year time frames. All estimated costs are approximate 1987 figures and include as much of the eventual project as can be predicted. The eventual budget submissions will be influenced by the prevailing economic climate.

The projects are identified by a code which is keyed to the Pathway and Bikeway Systems map (figure 3.4.3.).

FIVE-YEAR PRIORITIES:

West Bowmont Park (B3)	Completion of link from Bowmont Park to Bowness Park	$ 170,000
Montgomery (B6)	Completion of link from Shouldice Park to Bowmont Park	5,000

Shouldice Park (B7)	First phase of route through park	75,000
Heritage Park (G2)	Relocation of Eagle Ridge route (new route not finalized)	430,000
Nose Creek Park (N4)	Completion of link from Beddington to Bow River	375,000

TEN-YEAR PRIORITIES

North Bowness (B4)	Improved route from Bow Crescent to Bowness Park; with railway bridge underpass	$ 385,000
Edworthy Park Roadway (B10)	Relocation of hazardous, on-street route	40,000
East Shaganappi (S2)	Improved access around golf course from Killarney to Bow River; with railway crossing	100,000
Stanley Park (E11)	Upgrading of narrow, heavily used pathway	95,000
Woods Park (E10)	Upgrading of narrow, deteriorated pathway	65,000
Scotchman's Hill (E3)	Upgrading of narrow, deteriorated pathway	185,000
Lakeview Golf course (G6)	Relocation of on-street route	55,000

LINEAR PARKS AS CREDIT RESERVE

The Parks/Recreation Department recognizes the value of linear parks for route-oriented activities and as connectors of major activity areas such as shopping, business, school, and parkland. In those special cases where linear parks meet the design criteria of Parks/Recreation and do not displace other priority reserve needs, they may be considered as municipal reserve.

Linear parks are only a part of the total recreation and park open space system and fall within the priority framework for the distribution of reserve land as established by the Administrative Committee for the Joint Use of Sites and by the Planning Commission.

The following are the design criteria of the Parks/Recreation Department regarding linear parks:

- -- be wide enough for park improvements, i.e. minimum 15m wide, with varying widths;
- -- link important nodal points within the community, i.e., stores, work places, schools, and parks; and connect into regional pathway system;
- -- exhibit an interesting configuration, varying edge conditions, landform variety, and vegetation diversity;
- -- include amenities such as continuous paved pathways, park furniture, tot lot equipment, landforming, tree planting, lighting, etc;
- -- be accessible to neighbourhood residents through appropriate openings to streets and public spaces.

PEDESTRIAN BRIDGE DEVELOPMENT

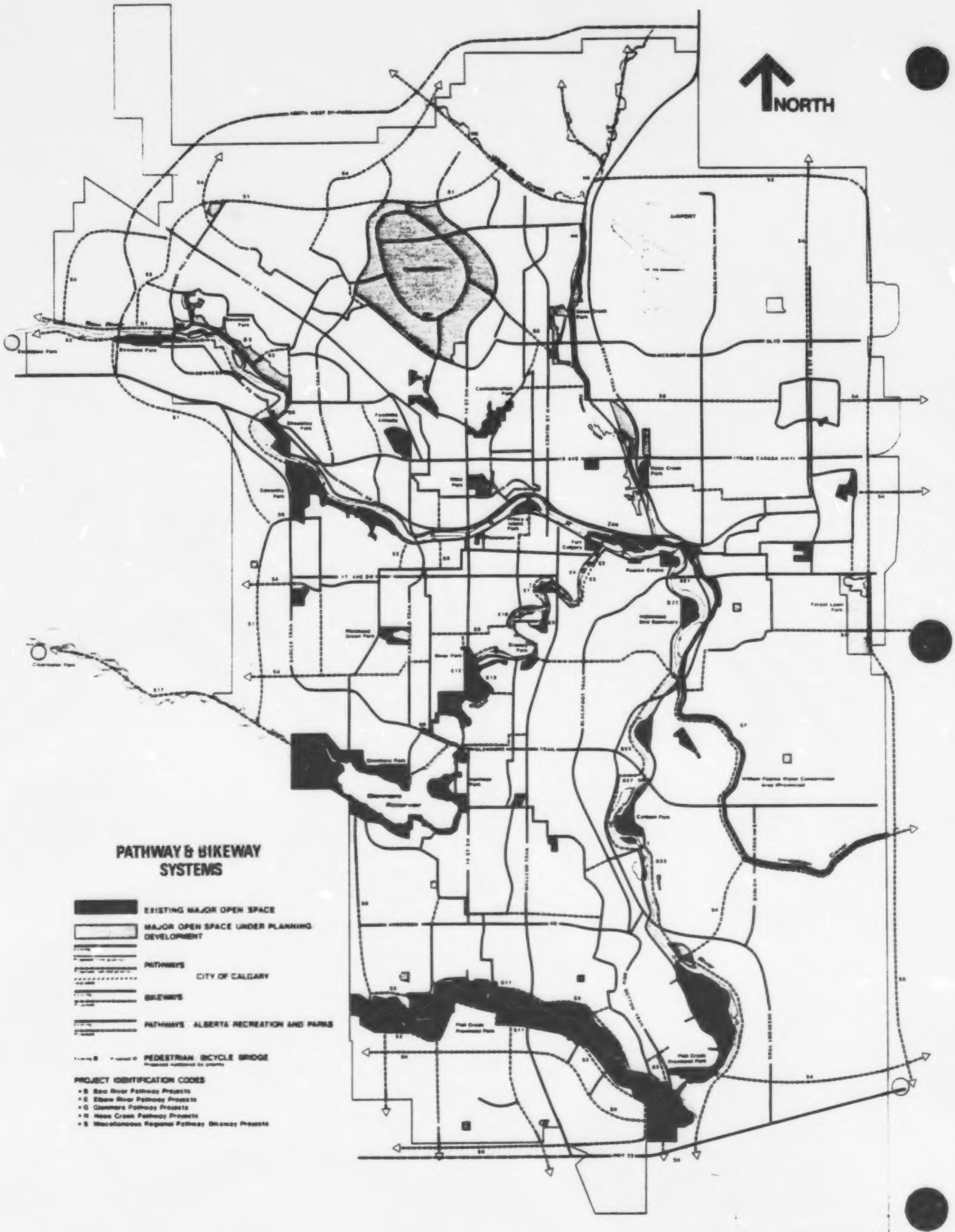
	Location	Year	Estimated Cost (1987)
3.	West Weaselhead (Elbow)	1987	$ 200,000
4.	Bowmont Park (Bow)	1988-89	$ 1,340,000
5.	Fort Calgary (Elbow)	1989-90	$ 200,000
6.	Weaselhead (Elbow)*	1989-90	$ 200,000
8.	Bowness Park (Bow)	1990-91	$ 1,340,000
9.	Glenmore Trail (Bow)	1992-93	$ 1,340,000
10.	Pumphouse Park (Bow)	1994-95	$ 1,340,000
11.	Queensland (Bow)	1996-97	$ 1,340,000

(* Replacement of existing substandard structure.)

PATHWAY/BIKEWAY SYSTEMS MAP CODE

The following codes are used in figure 3.4.3:

B -- Bow River Pathway
E -- Elbow River Pathway
G -- Glenmore Pathway
N -- Nose Creek Pathway
S1 -- Peripheral regional routes
S2 -- Routes in existing open space
S3 -- Routes along Fish Creek Park boundaries and traversing park
S4 -- Conceptual peripheral regional routes
S5 -- Routes along the Provincial Transportation and Utility Corridor
S6 -- Routes along transportation corridors
S7 -- Pathway and linear park along the W.I.D. Canal (Provincial W. Pearce Water Conservation Area)
S8 -- Bikeways in the Inner City

NORTH
AIRPORT
Zoo
Fort Calgary
PATHWAY & BIKEWAY SYSTEMS
EXISTING MAJOR OPEN SPACE
MAJOR OPEN SPACE UNDER PLANNING DEVELOPMENT
PATHWAYS
CITY OF CALGARY
BIKEWAYS
PATHWAYS ALBERTA RECREATION AND PARKS
PEDESTRIAN BICYCLE BRIDGE
PROJECT IDENTIFICATION CODES
• B Bow River Pathway Projects
• E Elbow River Pathway Projects
• G Glenmore Pathway Projects
• N Nose Creek Pathway Projects
• S Miscellaneous Regional Pathway Bikeway Projects

APPENDIX W

1985 SURVEY
LEASE POLICY DEVELOPMENT

June 1986

Planning Section

Parks/Recreation Department
City of Calgary

Complete Report available from Planning Section (268-4760)

ABSTRACT

Executive Summary

This research report is based on the responses to a mail out survey of 2465 questionnaires. 465 were sent to current lessees of City land, major actors in the City's recreation supply system and identified potential lessees. 2000 were sent to randomly selected households throughout Calgary. A total of 445 surveys were returned and analysed. Significant findings are as follows:

- o There is a high level of awareness that the City leases land to community and recreation groups.
- o There is support for the practice of leasing land to community and recreation groups.
- o Community associations, open membership sports related groups and nonprofit recreation agencies are the favored groups to receive priority for leasing land.
- o The number of people served, openness of membership, and nonprofit nature are key attributes for lease eligibility.
- o Operating costs should be a prime consideration when determining lease rates.
- o Reasonable cost to users is a key to insuring public accessibility.
- o Leasing opportunities should be equally available to all eligible groups.
- o Fulfillment of public needs and reduction in City operating costs are seen as the principle reasons for leasing City lands and facilities.

The findings and public attitudes expressed in the survey suggest the following considerations for future policy development:

- o That the Department in conjunction with the Land Department continue a program of land and facility leasing directed at fulfilling recognized public needs of a significant scale and where significant reductions in operating costs to the City may be achieved through leasing arrangements.
- o That narrowly defined public societies which serve small special interest or ethnic minorities do not fit the endorsed criteria of broad public need, and ease of actual or perceived public access. These type of leasing arrangements are not consistent with the general public assessment of the objectives for leasing.

- That leasing of City land should primarily be undertaken to accommodate Community Associations, open membership sport groups, nonprofit recreational agencies and educational institutions with the principle criteria for lease eligibility being; the number of people served, nondiscriminatory in membership, and a nonprofit society.

- When significant facilities or major land use sites are to be made available to the public, the facility and land under consideration for lease agreement should be announced publicly and a 'Call for Proposals' should be issued ensuring all user groups have an equal opportunity to make proposals.

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PUBLIC LEASE POLICY DEVELOPMENT SURVEY

INTRODUCTION

The Public Lease Policy Development Survey was undertaken by the Planning Section of the Parks/Recreation Department. The purpose of the survey was to provide opinion research into the development of future policy regarding the leasing of City lands. The survey was conducted on two parts; a public mail questionnaire and a mail survey of similar questions to all current and potential lessees. The survey was completed during May of 1985. This report presents and summarizes the information collected and compiled through the 1985 Public Lease Policy Development Survey.

STUDY OBJECTIVES

The 1985 Lease Policy survey had the following objectives:

1. To sample opinion of the general public on current and potential policy regarding the leasing of City owned land and facilities for recreation purposes.
2. To evaluate current levels of lessee satisfaction and opinion regarding current and potential leasing policies, and
3. To test concepts for future policy development.

METHODOLOGY

Samples

All current lessees, community associations and community facility operators were considered to be current or potential lessees and were sent questionnaires. A sample of 2000 households was randomly drawn from all Calgary households. These households were sent questionnaires with stamped return envelopes.

Data Collection

The method of data collection was a mail questionnaire prepared in a booklet format, and introduced with a letter of explanation. A stamped, self-addressed, return envelope was enclosed for questionnaire return.

Survey Instrument

Each questionnaire consisted of a general information section; three issue sections dealing with lease objectives, financial considerations, and procedures; and a final section requesting demographic information.

Data Entry

All completed questionnaires were inputted into one of two data files, the general public response file and the current and potential lessee data file labeled Lease4 data and lease123 data respectively. The responses given to "other" categories and the open ended questions were loosely closed through a grouping of responses into like categories. These were recorded manually and are presented in this report.

RESULTS

Response Rates

Of the 2000 mail questionnaires sent to the general public, 307 were returned resulting in a response rate of 15.4%. Of the 465 questionnaires sent to current or potential lessees 138 were returned resulting in a response rate of 29.7%. The 307 surveys returned by the general public exceeds the number of 270 required for a 90% level of confidence but is less than the number (382) required for a 95% level of confidence.

Highlights by Question

The following statements and graphics summarize the information in the same sequence as the original questionnaire.

PART A General

- o Both the public (73%) and current/potential lessees (81%) are aware of the current practice of leasing City lands.
- o The reason most agreed to (44%) by both the public and current/potential lessees for leasing is..."the City should lease land and facilities to any community group or recreation group as long as there is a defined need and the general population of the City will benefit."

- The statement least supported by the public (4.6%) and current/potential lessees (3.6%) is that..."the City should hardly ever lease land or facilities to community groups and recreational groups. The city should be the primary provider of these services to all groups."

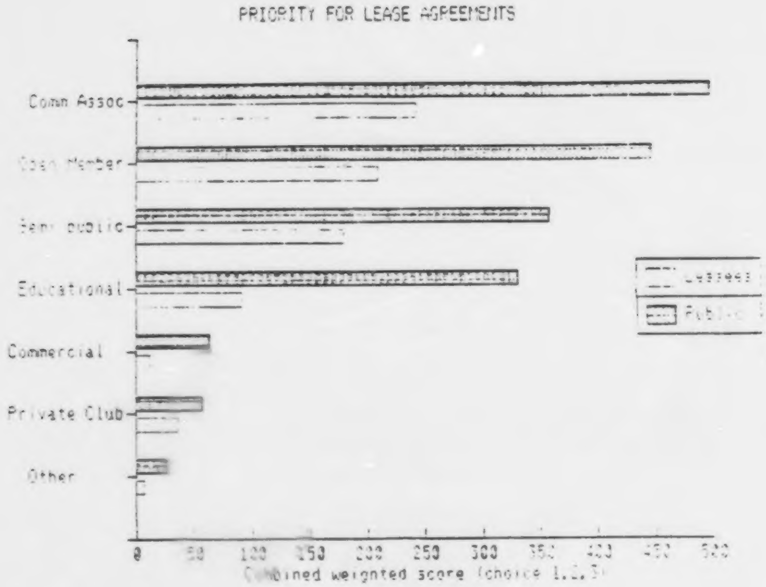
- Another statement generally supported by the public (35.2%) and the lessees (37.2%) is that..."the City should lease land or facilities as a general policy in an attempt to reduce operational costs and increase local involvement.

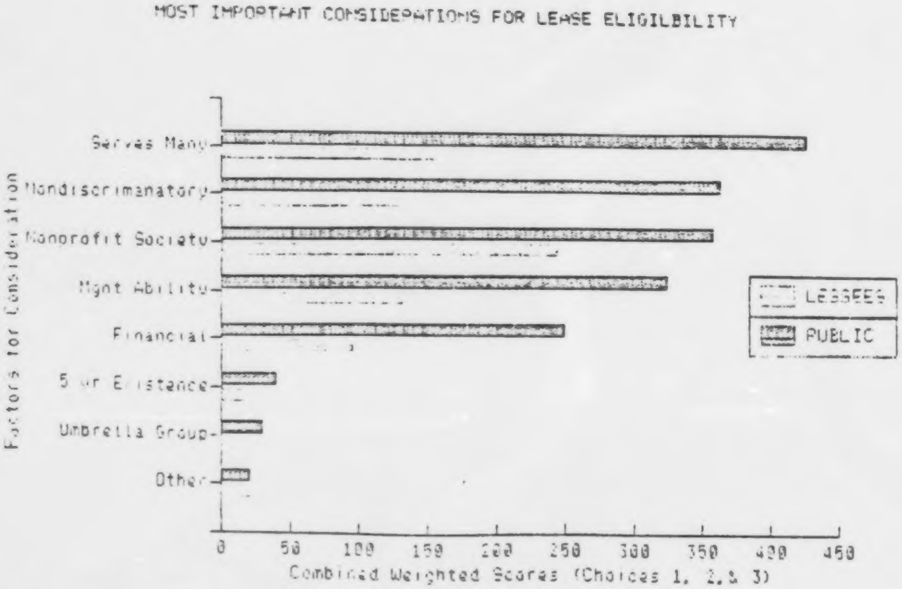
- When weighted on the basis of choice with number 1 being 3 times more important than choice number 3, the following groups are ranked in order of leasing priority:
    1 Community Associations
    2 Open Membership Sport Clubs
    3 Nonprofit Recreation Agencies
    4 Educational Institutions

- The three most important considerations for lease eligibility are:
    1 The number of people served
    2 The group is non-discriminatory in its membership
    3 The group is a nonprofit society

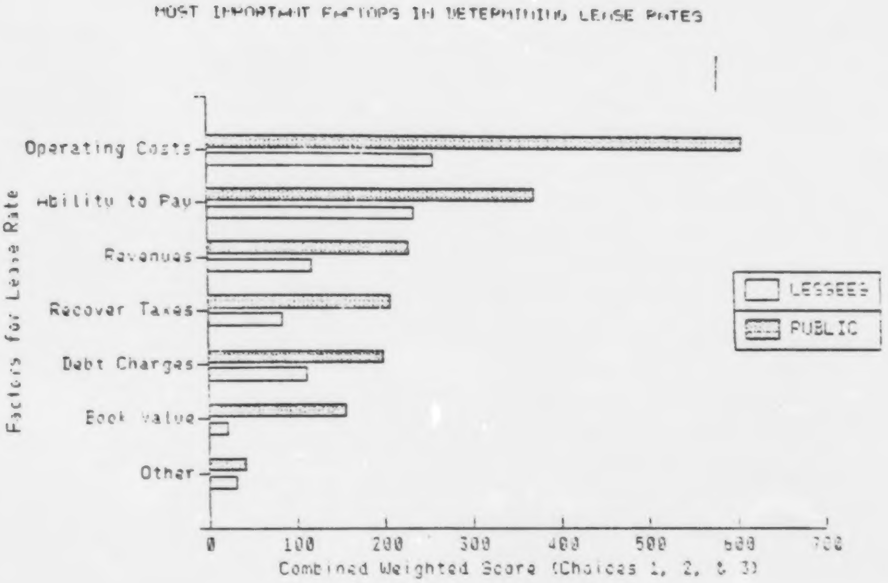
- The primary factors which are most important for the Parks/Recreation Department to consider when when determining if a facility or land should be leased are different between the general public and current/potential lessees.

General Public	Current/Potential Lessees
1. That remote underutilized facilities/land will become more effectively used.	1 That the action will service a recognized and demonstrated need.
2 That the action will service a recognized and demonstrated need.	2 That the undertaking will result in greater local community control, participation and involvement.
3 That the lease undertaking will result in a measurable savings to the City.	3 That the lease undertaking will result in an increase in the public supply of facilities.


PRIORITY FOR LEASE AGREEMENTS
Comm Assoc
Open Member
Semi public
Educational
Commercial
Private Club
Other
Lessees
Public
0
50
100
150
200
250
300
350
400
450
500
Combined weighted score (choice 1,2,3)


MOST IMPORTANT CONSIDERATIONS FOR LEASE ELIGILBILITY
Factors for Consideration
Serves Many
Nondiscrimanatory
Nonprofit Society
Mgnt Ability
Financial
5 yr Existence
Umbrella Group
Other
LESSEES
PUBLIC
0
50
100
150
200
250
300
350
400
450
Combined Weighted Scores (Choices 1, 2,& 3)

- o There is general accord between the general public and current/potential lessees that the most important factor to consider in determining lease rates is the operating cost of the facility. Other important considerations are the ability of the lessee to pay and revenues generated by the land or facility.



- o The factors which are most important relative to insuring public accessibility, by order of importance, are the following:
  1 Services are available at a reasonable cost to the participant.
  2 That membership or access to the facility is not restricted relative to race, creed, age, gender, or ethnic background.
  3 A schedule of public hours or outside rental times be provided as part of the lease agreement and booked through the City booking system. (This item ranked third by the public but fifth by the current/potential lessees).

PART B Objectives for leasing

The lease objectives section required the respondent to review several statements which could be put forward as possible objectives for leasing. The respondent was then requested to record his/her level of agreement with each statement on a five point scale ranging from strongly agreeing (1) to strongly disagreeing (5) with the statement. Mean scores were used to present the data. The lower the score the greater the level of agreement or importance. The higher the score the greater the disagreement or lower importance. A score bounding 3 represents a number of undecided responses or it may represent a balance between emphasized extremes. The responses were further analysed by establishing the percent responding within each numeric level and further aggregated by the percent agreeing (code 1 and 2) and the percent disagreeing (code 4 and 5) and the percent indicating importance (code 1 and 2) and the percent indicating unimportant (code 4 and 5). These detailed response breakdowns are provided in Appendix B They were utilized to prepare the ranking, evaluation and overview presented below.

- Both the public and current/potential lessees showed the highest level of agreement with Objective 7, that is .."to make use of 'surplus' City lands and local voluntary services to accelerate sport and recreational facility provision in a time of limited capital budgets".

- The general public highly favored Objective 1, That is ..."To reduce the cost of operating and maintaining City recreation facilities and land". When undecided responses are discarded and only those either strongly or generally agreeing are tabulated this objective scores the highest in percent agreeing among the general public.

- Least supported by both the public and current/potential lessees is Objective 4, that is ..."to develop a parallel system of recreation provision by sport groups and community associations".

- The general public does not favor Objective 5,..." To enable special interest groups and nontraditional sport organizations to develop opportunities and manage facilities suited to their needs".

- Current/potential lessees do not favor Objective 8,..."To reduce subsidies in City provided facilities".

PART C Financial Considerations

The financial implications of leasing were explored in a similar manner as the Objectives in PART B. The respondents indicated their degree of agreement and also the level of importance.

- The financial consideration most agreed to by both the public (84%) and the current/potential lessees (84%) is Statement 8,..."Commercial or private leases should pay commercial rates (to cover all City costs)".

- The general public expressed a high level of agreement (86%) with Statement 10,..."The City should expect the site or facility to be utilized at least as much (as many hours) as it would have been under City management". Current/potential lessees agreed 70%.

- Current/potential lessees expressed a high level of agreement (87%) with Statement 7,..."Preferential lease rates should be developed for nonprofit community or service groups". The statement was not as strongly supported by the general public (79%).
- The statement least supported by both the public (42%) and the current/potential lessees (28%) is Statement 3,..."Recovery of taxes on the land should be the primary basis for determining land lease rates".

PART D Procedures for Leasing

A series of statements relative to leasing procedures were to be evaluated in a similar manner as the previous sections.

- The highest level of agreement of both the public (98%) and current/potential lessees (95%) is with Statement 1,..."Levels of service to the public and specific management responsibilities are to be clearly spelled out in any lease agreement".
- Statement 6, that is..."leasing City facilities for primary users to operate provides a practical way of reducing overall City operating costs while maintaining recreational opportunities for the public", was also supported by both the public (87%) and current/potential lessees (86%).
- The public expressed a high degree of agreement (90%) with Statement 2,..."facilities under consideration for lease agreement should be announced publicly and a tender or 'Call for Proposals' should be issued ensuring all user groups have an equal opportunity to make proposals". The current/potential lessees were less in agreement (76%).
- The least agreed upon statement or that statement most disagreed with by both the public (10% agree, 70% disagree) and the current/potential lessees (8% agree, 73% disagree) was Statement 5,..."the City should not become further involved in leasing recreational facilities".

APPENDIX X

GLOSSARY OF PARKS/RECREATION TERMS

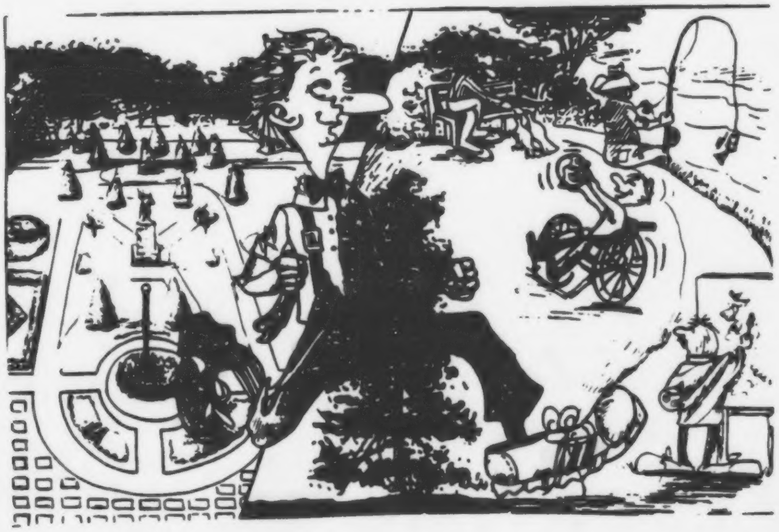
A Glossary of Terms by the Calgary Parks/Recreation Department was developed because:

(a) confusion and misunderstanding existed about the meaning of many words used in recreation

(b) definition of terms and classifications was seen as a necessary first step for the development of the Parks/Recreation Information and Management System (PRIMS)

(c) terminology was frequently used inconsistently by Departmental staff in reports sent to the Parks/Recreation Board and Council.

The Glossary is intended to provide definitions adopted for use by the Department. This Glossary will be reviewed and amended as a part of the Policy review process.



ADVERTISING:

a means of mass selling which is paid for.

AGE GROUPS - RECREATION PROGRAMS:

preschool	0 - 5 years
children	6 - 12 years
youth	13 - 18 years
adult	19 - 64 years
senior citizens	65+

AIR SUPPORT STRUCTURE:

an encapsulated space to produce an air hall, bubble or dome; space enclosures that are light weight can be erected and, if desired, taken down seasonally.

AREA:

when capitalized, Area refers to a geographic region for which an administrative section of the Parks/Recreation operational force is responsible. This term should include both geographic and numerical references. Eg: Northwest Area I.

AREA REDEVELOPMENT PLAN:

a plan establishing guidelines for future redevelopment of Inner-city communities; when adopted by City Council, the plan becomes a by-law. The guidelines are formulated by evaluating land use, transportation, demographics and open space.

AREA STRUCTURE PLAN:

a plan establishing guidelines for development and subsequent subdivision of new communities; when adopted by City Council, the plan becomes a by-law. The guidelines are formualted by considering the sequence of development, land use, transportation, population density and land use.

ARENA:

a building which is designed primarily for ice skating activities, but may be used for other dry activities like lacrosse or dances and usually has room for spectators.

ARPA:

common abbreviation for the Alberta Recreation and Parks Association.

ATHLETIC FIELD:

a specialized type of outdoor recreational area intended primarily for highly organized games and sports such as football, track and baseball.

ATHLETIC FIELD CLASSIFICATION:

a term used to identify athletic fields having similar characteristics or use; all municipal fields are classified as A, B, C, D or E class with A being the highest standard.

ATHLETIC PARK:

a large park area sometimes part of a Regional Recreation Park, with a number of highly developed athletic fields designed for city wide use for team or individual sports.

ATTENDANCE:

the total number of persons participating in a recreational activity or course. This number recorded on Department attendance forms. The term can also refer to the number of spectators attending a Parks/Recreation performance, display or meeting.

AUDITORIUM:

an area within a building containing a stage and seating for programs such as concerts, drama productions, lectures and public meetings.

BOULEVARD:

a broad, often landscaped thoroughfare which may or may not be accompanied by a sidewalk and curbing.

BOULEVARD (RESIDENTIAL):

road right-of-way situated in a residential area. An area between the curb and the property line.

BUDGET - CAPITAL:

an estimate of proposed expenditures that will result in the acquisition of or additions to fixed assets. The means of financing these expenditures, as expressed in appropriation and revenue acts, bylaws, or resolutions.

BUDGET - OPERATING:

an estimate of proposed expenditures for a given period that will result in the provision of services or activities. The means of financing these expenditures, as expressed in appropriation and revenue acts, bylaws, or resolutions.

BUFFER STRIP:

a strip of land which is intended to separate two incompatible land uses or zones. It should act as both a visual and sound barrier.

BUILDING, BASIC COMMUNITY:

a term used to describe what are considered the minimum building requirements to accommodate community association needs. The building consists of a main meeting hall, kitchen, washrooms, dressing rooms, a storage area and possibly an office.

BUILDING, COMMUNITY CENTRE:

a meeting place, often a complex of buildings, where the people of a community can carry on cultural, recreation or social activities. This building is under the control of the community.

BUILDING, SERVICE:

a centre for maintenance work, providing workshop and storage for tools and equipment. Same as panabode.

CEMETERY:

a specific use open space area consisting of aesthetic landscaping and burial sites.

CENTRALIZATION:

authority originating from a central organziation (i.e. a delivery system of programs and services offered from a central office).

CLASS:

can mean any of the following:

1) a group of people participating in a program

2) a single session in a series which constitutes a program

3) a standard of athletic field quoted as A, B, C, etc.

CLIENT:

any person or group of people serviced.

COMMUNITY:

people living in a specific geographical area and/or a body of persons with common interests scattered throughout the city.

COMMUNITY ASSOCIATION/LEAGUE:

an organization of people who live within a geographical area as defined by the Federation of Calgary Communities and as shown in Calgary Planning Department maps.

COMMUNITY/SERVICE ORGANIZATION:

a term used primarily for grant purposes to refer to an organization that has registered under the Societies Act or Companies Act, Part 9.

COMMUNITY DEVELOPMENT:

a process of social action in which the people of a community organize themselves for planning and action. They seek to:

1) define their common and individual needs and solve their own problems

2) execute their plans with maximum reliance upon community resources

3) supplement, when necessary, these resources with services and materials from governmental and non-governmental agencies outside the community.

COMMUNITY LIAISON:

communication between the Department and community organizations and individuals. The emphasis is on community development and Parks/ Recreation matters which affect the community organization.

COMMUNITY SCHOOL:

a school where there is a formal commitment to draw together community resources into a co-operative relationship. The purpose is to better indentity and meet the needs and interests of all people in the geographic community.

CONSERVATION:

a mandate of the Parks/Recreation Department which implies the controlled, wise use of the natural environment or the saving of an area for future use.

COORDINATED MARKETING APPROACH:

the marketing of leisure services, facilities and programs as an integrated system rather than as independent entities.

CO-SPONSORED PROGRAM:

a program where a portion of costs are assumed by another organization or group.

COST SHEETS:

a document which summarizes the daily expenses of a particular job.

CP/RA:

abbreviation for the Canadian Parks/Recreation Association.

CULTURE:

1) the process of transmitting, expressing or preserving natural and human origins, or way of life. It can be in written, visual, audible, and/or tactile form and can be directed to an individual, group or society

2) the expression of the collective imagination of a society by

an individual or group applying their creative skills.

CULTURAL COMPONENT:
a term used primarily for grant purposes to denote the portion of a recreation facility that is specifically designed and equipped for cultural expression.

DECENTRALIZTION:
relates to the distribution of functions and authority from a central authority to regional and local authorities (i.e. programs and services offered from Area offices rather than the central office).

DEDICATED PARKLAND:
an open space area established from subdivision of land in accordance with The Planning Act 1977, designed for future park or school use.

DEMOGRAPHY:
statistical study of human population with reference to size density, distribution and vital statistics such as age and workforce trends.

DESIGNATED PARKLAND:
a land-use term defining publicly owned land presently identified for parks and recreational purposes.

DIRECT PROGRAM:
a program where all costs are paid for by the department.

DISABLED:
having a degree of mental, physical and/or social limitation which causes difficulty participating in the recreational activities available to the general public. This word will be used in place of the word "handicapped".

DISTRICT:
a sub-unit of a Parks/Recreation Area. (Note: parks districts frequently differ from recreation districts).

DOCENT:
a leader or teacher who conducts groups through a museum, art gallery or zoo.

EASEMENT:
the legal right of access to property held by a second party usually for the purposes of servicing the land with utilities or running utility services across the land.

ENVIRONMENTAL RESERVE:

an open space area, established in accordance with the Planning Act 1977, which is usually not physically suitable for development. These areas are left in their natural state and include: swamps, ravines, flood areas, and shore setbacks providing public access to a body of water.

EXPENDITURE:

an outlay made to obtain, or to assist another to obtain a good or a service.

FACILITATION:

A commitment and approach to assisting individuals in the community and their organizations to determine and act on their own leisure needs.

FACILITY:

a physical structure or open space used for the operation of a program activity.

FEASIBILITY STUDY:

assessment of the viability of a project which includes analyzing overall plans for the project and determining capital costs, operating costs, revenues and alternatives.

FEE:

the charge paid for the right to enter/participate in a facility/program.

FIELDHOUSE:

a facility providing enclosed and unobstructed space adaptable to various physical education and recreation activities, services, demonstrations, and meetings. This term is not used to describe the athletic change/service buildings that may be provided adjacent athletic fields.

FRONT-LINE STAFF:

any employee who normally has direct contact with members of the public or private sector.

FUNCTION NUMBER:

an accounting number used to identify costs and revenues of a specific activity, project or location.

GOAL:

an end to which a design trends, a value to be sought after, not an object to be achieved.

GOLF COURSE:

a specific use open space area consisting of facilities for playing golf, may be a whole or part of a park.

GREEN BELT:

a strip of land surrounding an urban area. It may contain farms, golf courses and scattered housing. It is intended to separate one urban area from another.

GUIDELINES:

an outline of intent as in policy or in establishing a course of action.

GYMNASIUM:

a building or section of a building providing facilities for indoor sports. Its primary function is for such group activities such as basketball, gymnasium, volleyball and dancing.

HEALTH & FITNESS FACILITY:

a small gymnasium including weight training equipment, exercise equipment and possibly a sauna, steambath, solarium, jacuzzi or hot tub.

INDIRECT PROGRAMS:

a program where all financial costs are paid for by another organization or group but has received consultative assistance from the Department in the planning stages.

INDOOR PARK:

park found inside a building. It usually contains glassed in areas and is operated year-round.

INDUSTRIAL RECREATION:

recreational opportunities provided by employers for employees to promote health, fitness and creative leisure pursuits.

INTEGRATION (DISABLED):

a process enabling persons with disabilities to participate in the usual recreation activities open to the general public.

INTEGRATED DELIVERY SYSTEM:

is the strategy where each component of the planning process is considered in relation to the total sum of leisure services available.

JOINT USE:

the shared use of facilities through agreement by two or more groups (e.g. Board of Education and the City).

JOINT USE SITE:

an area set aside for recreation and education purposes falling under jurisdiction of both the School Boards and the City.

LEADERSHIP DEVELOPMENT:

the provision and/or implementation of courses, seminars, workshops and clinics for the purpose of upgrading leadership skills for recreation employees.

LEISURE:

the definitions and connotations associated with leisure are very value-laden and personal. The use of this term is subject to misinterpretation and therefore warrants a brief discussion. In order to develop a clearer understanding of the term leisure, one must be acquainted with "basic orientations" to leisure.

The four basic ways to define leisure are:

1) Leisure as a block of time - "free from work and free from fulfilling the basic obligations and necessities of life"

2) Leisure as an activity - an activity in which a person actually participates

3) Leisure as a state of mind - an experience or the effects of one's leisure involvement "Leisure is pleasure"

4) Leisure in a holistic sense - involving the incorporation of the previous three orientations

This policy document views leisure from a holistic perspective, thus the Department's definition of leisure is:

> "Leisure is a freely selected, meaningful experience that is characterized by activities and/or feelings free from basic obligations."

LEISURE CENTRE:

a building that includes multi-purpose recreation facilities as well as a wide range of leisure services not traditionally provided by the Parks/Recreation Department such as Day Care, Libraries, Restaurants, and Social Services.

LESSON:

the instruction given during one class or subject period.

LINEAR PARK:

a narrow open space area extending along riverbanks, escarpments, easements and other rights-of-way. They are often landscaped and usually contain trails and/or pathways.

LOCAL PLAN:

any plan prepared for a specific community (e.g.) Area Redevelopment Plan, Area Structure Plan, Public Plan, Tentative Plan, Land-Use Reclassification, Development Permits, Building Permits, and Occupancy Permits.

MCR:

common abbreviation used in reference to the Provincial Government's Major Cultural/Recreation Facility Development Program.

MAINTENANCE:

the keeping of areas, buildings, equipment and supplies in accordance with standards for effective operation.

MARKET ANALYSIS:

a management tool that allows decisions about services and programs, delivery systems, and facilities, to be based not only on intuition but on factual information. It involves determining what the Department's market segments are, who is in a particular segment, where they can be reached and how they can be reached. A market segment is determined by such things as demographic characteristics, geographic location, economic conditions, needs, buying behaviors and attitudes.

MARKET VALUE:

a price at which both buyers and sellers are willing to do business.

MARKETING:

the response of the Department to consumer demand through market analysis, product planning, effective servicing, program distribution, and placement of facilities and services where consumers can obtain them with the least amount of effort. The creation of appropriate, affordable price and support for the products through effective advertising and sales promotion.

MASTER PLAN:

a planning study and resulting document where the concern is to formulate and to clarify the long term goals for decision-making. The plan identifies issues and concerns, then translates these into a recommended course of action.

MULTI-PURPOSE:

a facility in which three or more distinct activities can take place simultaneously. Distinct design and equipment features are apparent within the different program areas.

NATURAL AREA:

open space containing unusual or representative biological, physical or historical components. It either retains or has had re-established a natural character, although it need not be completely undisturbed.

NATURAL ENVIRONMENT PARK:
conservation lands or open space with minimal development. It can be a portion of a park area.

"NEEDS AND PREFERENCES":
the title of a City of Calgary Parks/Recreation Planning document. It studied the leisure needs and preferences of the citizens. The study contains a definition of terms and an assessment of conditions requiring examination which are then satisfied by the opportunity to choose among alternatives.

NEEDS (BASIC HUMAN):
fundamental requirements for human development. Customarily identified, by the Maslow Hierarchy, as being divided into five progressive levels of necessary satisfaction:

1) Physiological/Biological - survival, rest, shelter
2) Safety/Security - physical, employment
3) Social - belonging, interacting, acceptance
4) Ego-Esteem - recognition, prestige, confidence
5) Self-Actualization - creativity, aptitude, use of abilities and more recently including a sixth level:
6) Cognitive - to know, think, examine.

NEEDS (SOCIAL):
one of the basic requirements for human development applied to needs assessment in leisure services. Theorists outline the five main conditions as:

1) Comparative Needs: deficiencies identified by contrasing services available to different groups
2) Created Needs: services originated by experts without the active participation of the potential users
3) Expressed Needs: services already involving active participation
4) Felt Needs: non-expressed desires for a particular services
5) Normative Needs: a standard of service thought to be necessary by experts.

OBJECT:
an accounting classification for an expenditure or revenue describing the type of article or service purchased or sold.

OBJECTIVES:
an aim or end of action, a point to be reached.

OPEN SPACE:

all land and water areas, either publicly owned or offering public access that are not covered by structures.

OPEN SPACE CLASSIFICATION:

a system used to designate certain areas for specific types of use. Classification and zoning combined ensure that resources are managed for their preservation.

Open space is categorized as follows:

- City-wide parks
- Regional parks
- Community parks
- Neighbourhood parks
- Cemeteries
- Golf courses
- Roadway boulevards
- Park reserve
- Linear parks

PARK:

a specific use open space area which is managed to provide opportunities for recreation, education, cultural or aesthetic use. The main types of parks are:

1. CITY-WIDE PARKS - a park, also referred to a special interest park, that offers historical,zoological, botanical, cultural and education opportunities for the residents of and visitors to the city (e.g.) zoo, planetarium, historic sites.

2. REGIONAL RECREATION PARKS - a park, large and basic to the parks system. It offers diverse or special activities to the entire city. These include athletic parks and natural environment parks.

3. COMMUNITY PARKS - a large park having facilities intended for local use. It includes school grounds, community athletic fields, and natural environment parks.

4. NEIGHBOURHOOD PARKS - a small (passive) park offering spontaneous recreation to the local resident. It can include tot lots, and playgrounds.

PARK RESERVE:

an open space area, publicly owned, intended for future use as a park.

PARK (OR PARKLAND) ZONE:

a resource management technique involving distinguished units for varied management objectives, within a specific park (e.g.) recreational experiences, preservation, etc.

PHILOSOPHY:

a broad but interrelated system of thinking about the nature of man, the role of government in human affairs, and the meaning of recreation and leisure in human experience.

PICNIC SHELTER:

a structure providing a roof for protection from the sun or inclement weather but remaining open on one or more sides.

PLAN:

a course of action that can be implemented to accomplish stated objectives and which someone intends to implement.

PLANNING:

designing a course of action to achieve ends. A way of defining purposes and of choosing means for attaining them. The systematic collection, organization and processing of information to facilitate decision-making.

PLAYGROUND:

a play area within a park having playground equipment to be used by children.

PLAYGROUND - ADVENTURE:

a play area designed to stimulate the creativity and imagination of children. It includes tools and materials so children can construct things of their own design.This kind of area needs leadership that stimulates and guides but does not dominate.

PLAYGROUND - CREATIVE:

a play area designed to stimulate a child's imagination and to foster creative play. It provides manipulative equipment and materials.

PLAYGROUND - TRADITIONAL:

a play area within a park containing static play equipment meant to be manipulated in a pre-planned manner.

POLICIES:

major operational principles approved by council outlining Department involvement in the provision of Parks/Recreation services.

POOL:

an indoor or outdoor concrete construction which holds a body of water and is built for the recreational enjoyment of public.

POOL, LEISURE:
a swimming pool that varies from the norm in terms of shape, depth and surface. It is usually equipped with a wave machine, slides and other apparatus designed to make swimming more enjoyable and enhance the social aspects of pool use.

PREFERENCES:
identified desired ideals or actual choices made on the basis of varied alternatives.

PRESERVATION:
a mandate of the Parks/Recreation Department which implies efforts to maintain the natural environment in its present condition or to save an area from damage and destruction.

PRIME TIME:
peak use periods (hours and seasons) within recreation facilities.

PROCEDURES:
practices and direct administrative actions which result in services and activities coming into being.

PROGRAM:
a time-phased plan for resource allocation. It specifies the successive steps required to achieve stated objectives.

PROGRAM (ACTIVITY):
a structured recreational experience, may be one of three types:

(a) Direct program: a leisure opportunity made available to the public which is initiated, sponsored and conducted by the Parks/Recreation Department.
(b) Co-sponsored program: a leisure opportunity made available to the public by both the commuity and the Parks/Recreation Department. The community financial contribution must be a minimum of 1/3 of the costs.
(c) Community program: a leisure opportunity made available to the public which is initiated, conducted, and sponsored solely by the community concerned.

PROGRAM (COMPUTER):
a set of instructions that instructs a computer to perform a specific task.

PROGRAM (CONFERENCE):
an outline, usually sequenced, of events to take place.

PROMOTION:
displays, booklets, leaflets, direct mail, etc., which makes personal and mass selling more effective by co-ordinating and supplementing both efforts.

PUBLIC RELATIONS:
the marketing function which evaluates public attitudes, identifies the policies and procedures of the organization considering the public interest, and then plans and executes a program of action to earn public understanding and acceptance.

PUBLICITY:
a means of selling which is free (e.g. public service announcements, media stories, trade publication features).

RATE:
the charge (a price or value) per unit of service.

RECREATION:
an activity oriented to the expression of human interests and needs-seeking satisfaction during leisure. It is a positive force for individual growth and development. Recreation can be an end in itself - there need be no reward other than the personal satisfaction derived directly from one's participation in recreation.

RECREATION, COMMERCIAL:
recreation activities and facilities operated privately as a business for profit. Typical examples are bowling alleys, squash courts and theatres.

RECREATION, COMMUNITY:
recreation services offered by public, private and commercial agencies for persons who have in common a geographic or institutional bond and a common interest.

RECREATION, MUNICIPAL (OR PUBLIC):
recreation opportunities, open to all citizens, sponsored, developed and operated by the municipality.

RECREATION, PRIVATE:
recreation program activities and or services established under the auspicies of an agency or organization and supported by private funds, gifts and/or membership fees.

RECREATION PARK:
a mixed-use park area. The park may include playfields, playgounds, landscaped areas, natural environment areas, etc.

REGIONAL:

an extensive area composed of related social, political, economic and geographical elements.

REGULATION:

an authoritative rule dealing with the details of procedure; a rule or order having the force of law issued by an executive authority of government.

RESERVE:

with regards to subdivisions (Part 5, Division 3, Section 91 through 96 of the Planning Act, 1977). Reserve land is required by the subdivision approving authority. There are five types of reserve land: environmental, municipal, school, municipal and school, and general.

ROADWAY BOULEVARD:

vegetated area - part of the open space system, usually grass. They are adjacent to a roadway and between the property lines not occupied by pavement and sidewalks. This includes vegetated median strips.

RP (RPW):

usual abbreviation for Alberta Recreation and Parks (Formally Alberta Recreation, Parks and Wildlife).

SEGREGATION:

the provision of services for the disabled that are special and/or separate from the usual services provided for the general public.

SESSION:

a recreation program term or period of classes - e.g. Fall Session.

SETBACK:

required distance between a roadway, right-of-way, water body or escarpment and either a property line or a development as defined in the Land Use By-Law.

SITE PLAN:

a specific design plan outlining the inter-relationship of site features such as landscaping details, park furniture, and other recreational amenities.

STANDARD:

can mean either a measure for relating an allocation of resources to existing or potential needs as determined by stated goals, objectives and policies; or a prescribed criterion of acceptable, desirable or optimium quality of performance.

SYSTEMS PLANNING:

the process of determining how, when, where and what kind of parks and recreation facilities, programs and open spaces are needed. It is the challenge of systems planning to identify the parks and recreation services that should be established to provide a variety of recreation opportunities for the people while at the same time ensure that available resources are efficiently and effectively used.

TOT LOT:

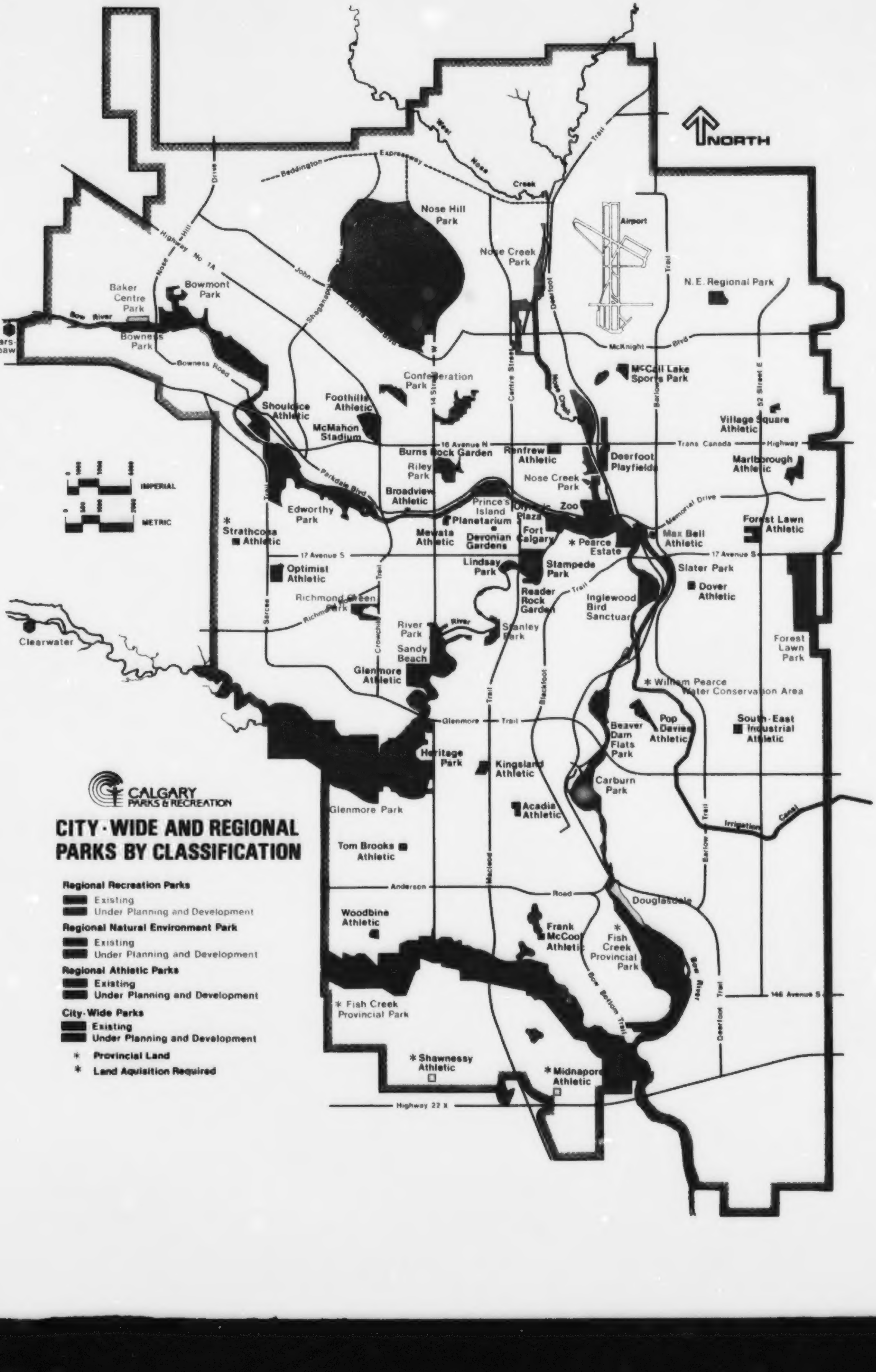
small park area usually for neighbourhood children. It sometimes has playground equipment and benches.

TRAIL (PATHWAY):

a land or water route that provides designated access by a variety of compatible multiple or single travel modes (excluding automobiles). It is designed for the pursuit of outdoor recreational experience and activities. Trails may be for bicycles, cross country skiing, pedestrian or equestrian use.

VOLUNTEER:

a person usually motivated by personal interest and a desire for self fulfillment who gives freely of his/her time.


NORTH
West Nose Creek
Beddington Expressway
Trail
Airport
Nose Hill Park
Nose Creek Park
Deerfoot
Trail
N.E. Regional Park
Highway No 1A
Nose Hill Drive
John Laurie Blvd
Shaganappi Trail
Baker Centre Park
Bowmont Park
Bow River
Bears-paw
Bowness Park
Bowness Road
McKnight Blvd
McCall Lake Sports Park
Confederation Park
14 Street W
Centre Street
Nose Creek
Barlow
52 Street E
Foothills Athletic
Shouldice Athletic
McMahon Stadium
Village Square Athletic
16 Avenue N
Trans Canada Highway
Burns Rock Garden
Renfrew Athletic
Deerfoot Playfields
Marlborough Athletic
Riley Park
Nose Creek Park
Parkdale Blvd
Broadview Athletic
Prince's Island
Olympic Plaza
Zoo
Memorial Drive
Forest Lawn Athletic
Edworthy Park
Planetarium
Fort Calgary
* Pearce Estate
Max Bell Athletic
* Strathcona Athletic
Mewata Athletic
Devonian Gardens
17 Avenue S
Optimist Athletic
Lindsay Park
Stampede Park
Slater Park
Dover Athletic
Reader Rock Garden
Inglewood Bird Sanctuary
Richmond Green Park
Richmond Road
Sarcee Trail
Crowchild Trail
River Park
Elbow River
Stanley Park
Forest Lawn Park
Clearwater
Sandy Beach
Glenmore Athletic
* William Pearce Water Conservation Area
Glenmore Trail
Blackfoot
Beaver Dam Flats Park
Pop Davies Athletic
South-East Industrial Athletic
Heritage Park
Kingsland Athletic
Carburn Park
Glenmore Park
Acadia Athletic
Irrigation Canal
Barlow Trail
Tom Brooks Athletic
Macleod Trail
Anderson Road
Douglasdale
Woodbine Athletic
Frank McCool Athletic
* Fish Creek Provincial Park
Bow Bottom Trail
Bow River
Deerfoot Trail
146 Avenue S
* Fish Creek Provincial Park
* Shawnessy Athletic
* Midnapore Athletic
Highway 22 X
IMPERIAL
METRIC

CALGARY
PARKS & RECREATION

CITY · WIDE AND REGIONAL PARKS BY CLASSIFICATION

Regional Recreation Parks

- ▇ Existing
- ▇ Under Planning and Development

Regional Natural Environment Park

- ▇ Existing
- ▇ Under Planning and Development

Regional Athletic Parks

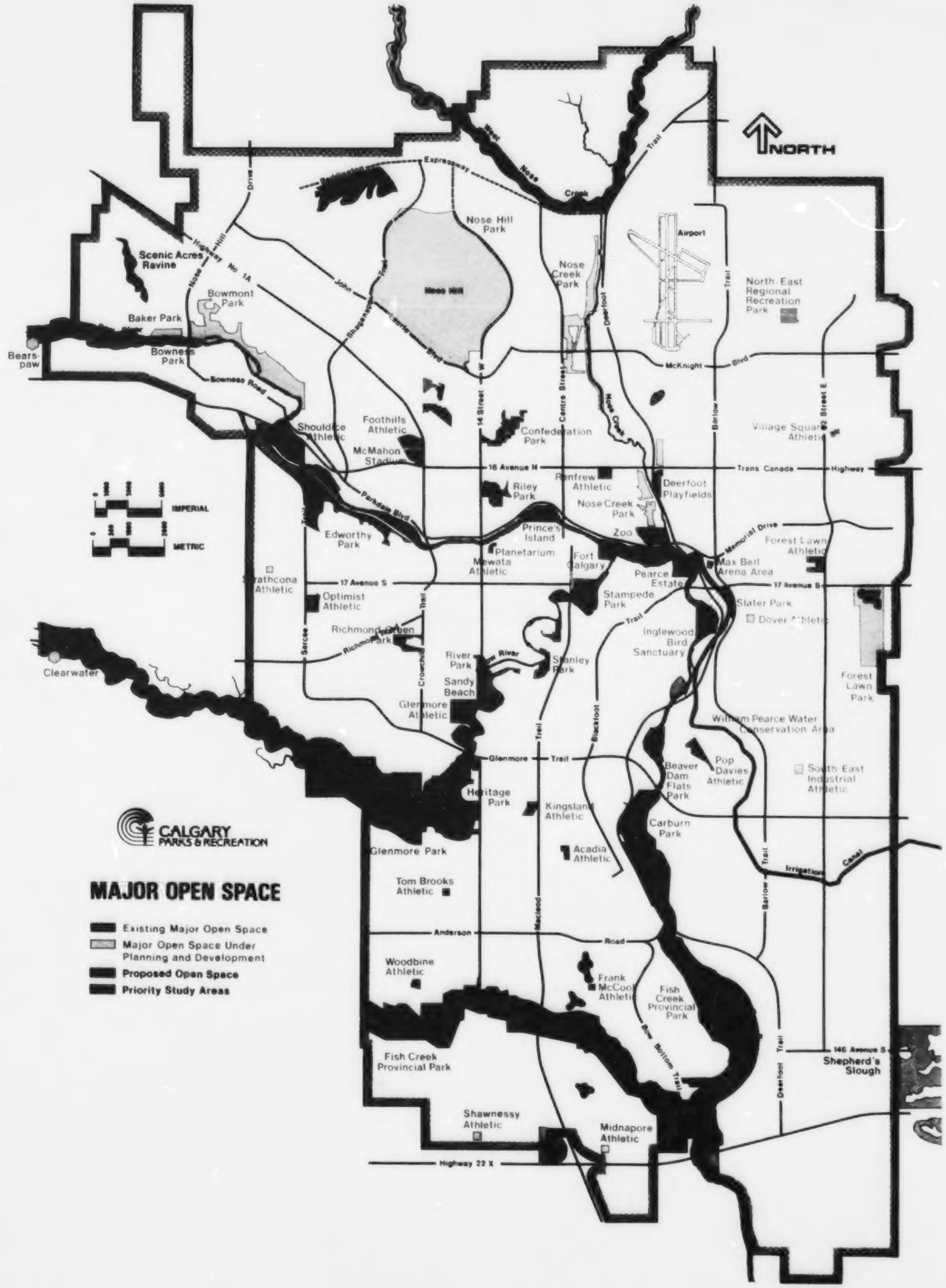
- ▇ Existing
- ▇ Under Planning and Development

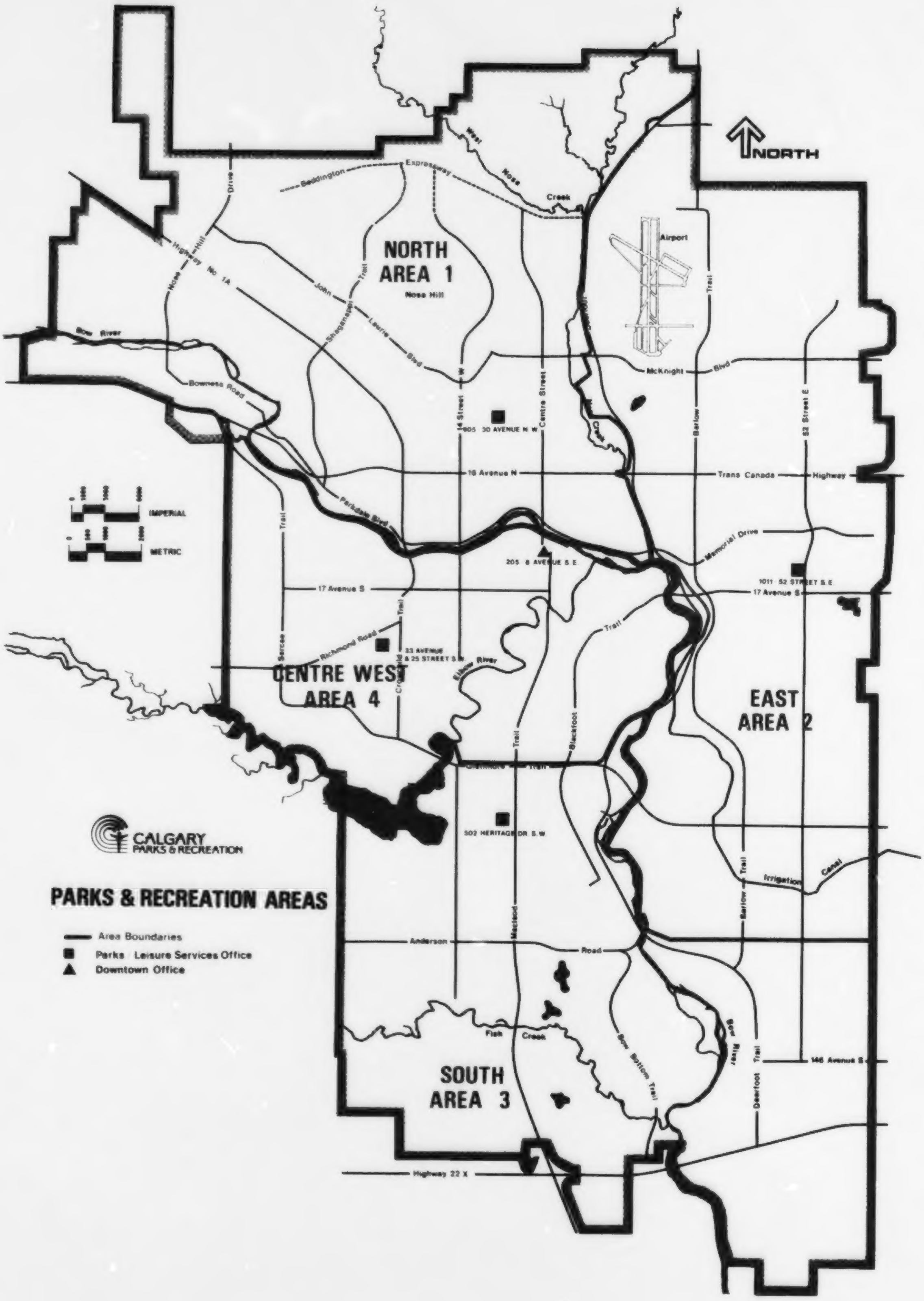
City · Wide Parks

- ▇ Existing
- ▇ Under Planning and Development

* **Provincial Land**

* **Land Aquisition Required**

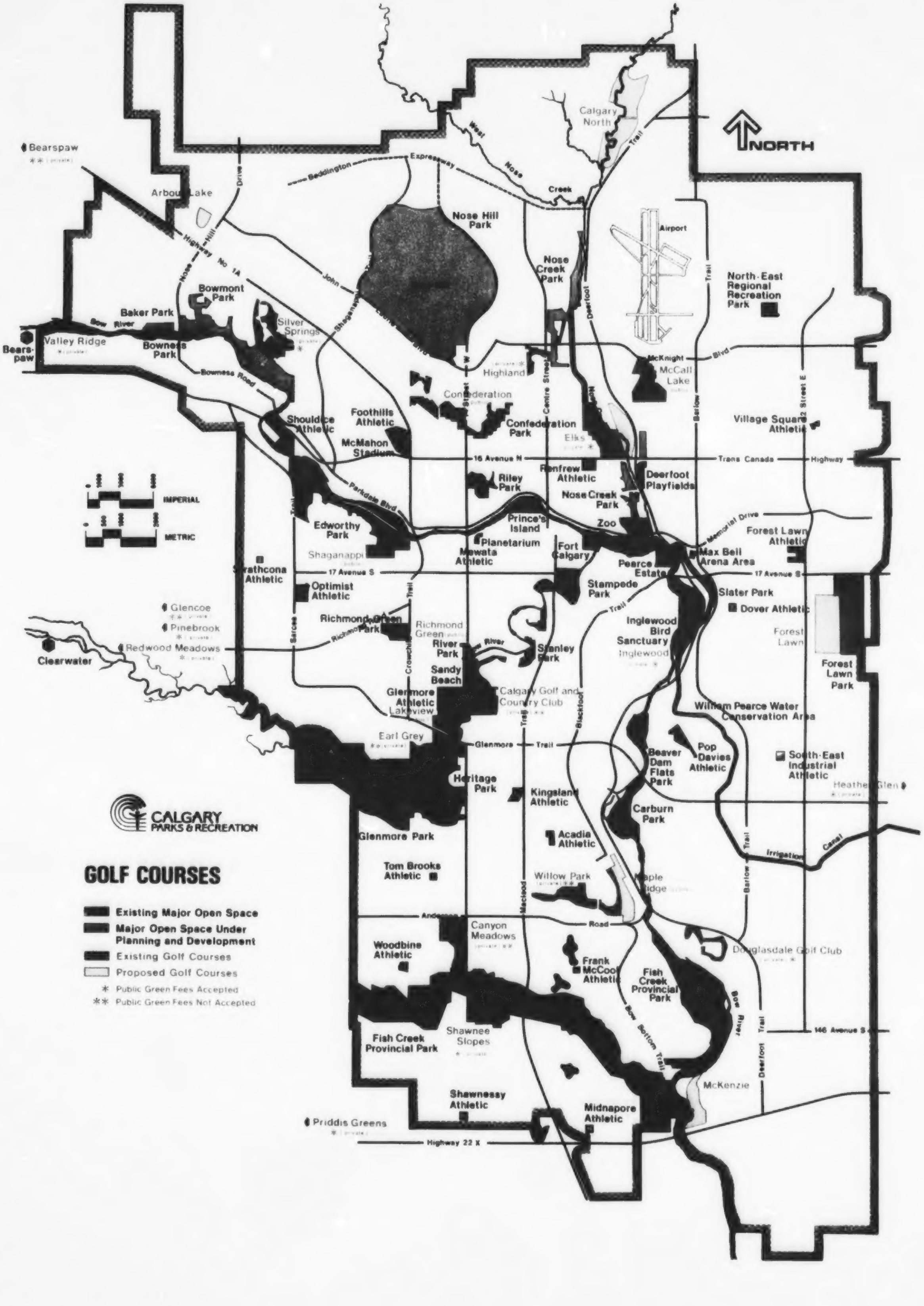

MAJOR OPEN SPACE
Existing Major Open Space
Major Open Space Under Planning and Development
Proposed Open Space
Priority Study Areas
CALGARY PARKS & RECREATION
NORTH
IMPERIAL
METRIC
Expressway
Nose Creek
Trail
Airport
Nose Hill Park
Nose Hill
Scenic Acres Ravine
Highway No 1A
Nose Hill Drive
John Laurie Blvd
Shaganappi Trail
Bowmont Park
Baker Park
Bearspaw
Bowness Park
Bowness Road
Nose Creek Park
North East Regional Recreation Park
Deerfoot
McKnight Blvd
14 Street W
Centre Street
Barlow Trail
52 Street E
Village Square Athletic
Shouldice Athletic
Foothills Athletic
McMahon Stadium
Confederation Park
16 Avenue N
Trans Canada Highway
Renfrew Athletic
Riley Park
Deerfoot Playfields
Nose Creek Park
Parkdale Blvd
Edworthy Park
Prince's Island
Zoo
Memorial Drive
Forest Lawn Athletic
Planetarium
Mewata Athletic
Fort Calgary
Max Bell Arena Area
Pearce Estate
Strathcona Athletic
17 Avenue S
Optimist Athletic
Stampede Park
Slater Park
Dover Athletic
Richmond Green Park
Richmond Road
Sarcee Trail
Crowchild Trail
Inglewood Bird Sanctuary
River Park
Bow River
Stanley Park
Clearwater
Sandy Beach
Glenmore Athletic
Forest Lawn Park
William Pearce Water Conservation Area
Blackfoot
Glenmore Trail
Beaver Dam Flats Park
Pop Davies Athletic
South East Industrial Athletic
Heritage Park
Kingsland Athletic
Carburn Park
Irrigation Canal
Glenmore Park
Acadia Athletic
Tom Brooks Athletic
Macleod Trail
Anderson Road
Woodbine Athletic
Frank McCool Athletic
Fish Creek Provincial Park
Bow Bottom Trail
146 Avenue S
Shepherd's Slough
Shawnessy Athletic
Midnapore Athletic
Highway 22 X


NORTH
NORTH AREA 1
Nose Hill
Beddington Expressway
West Nose Creek
Airport
Highway No 1A
Nose Hill Drive
John Laurie Blvd
Shaganappi Trail
Bow River
Bowness Road
14 Street W
Centre Street
Nose Creek
McKnight Blvd
Barlow Trail
52 Street E
805 30 AVENUE N W
16 Avenue N
Trans Canada Highway
Parkdale Blvd
Memorial Drive
205 8 AVENUE S E
1011 52 STREET S E
17 Avenue S
17 Avenue S
Sarcee Trail
Richmond Road
Crowchild Trail
33 AVENUE & 25 STREET S W
Elbow River
CENTRE WEST AREA 4
EAST AREA 2
Blackfoot Trail
Macleod Trail
Glenmore Trail
502 HERITAGE DR S.W
Irrigation Canal
Barlow Trail
Anderson Road
Fish Creek
Bow Bottom Trail
Bow River
Deerfoot Trail
146 Avenue S
SOUTH AREA 3
Highway 22 X
IMPERIAL
METRIC

CALGARY
PARKS & RECREATION

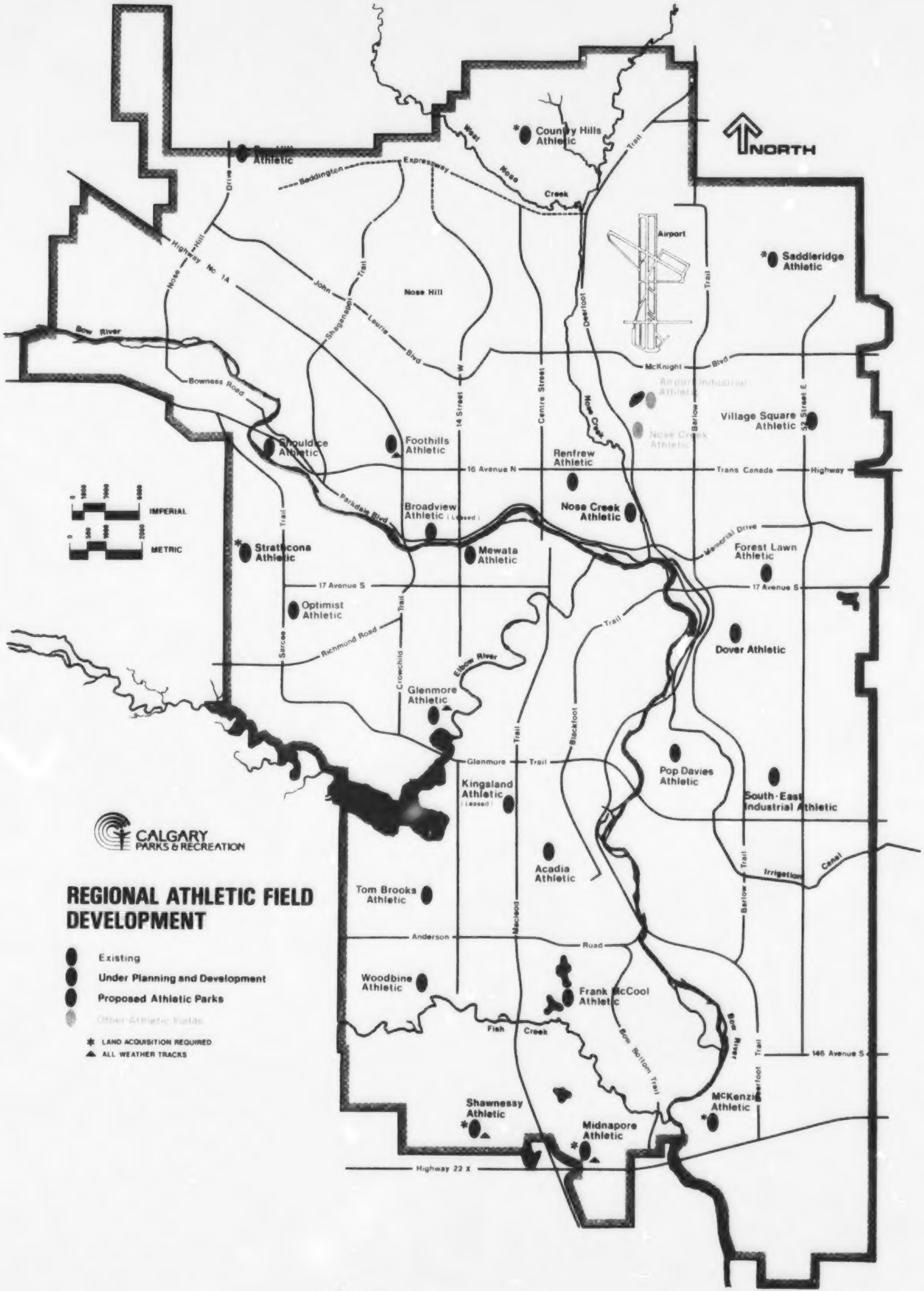
PARKS & RECREATION AREAS

- Area Boundaries
- ■ Parks Leisure Services Office
- ▲ Downtown Office


NORTH
Bearspaw
** (private)
Arbour Lake
Calgary North
Beddington
Expressway
West
Nose
Creek
Trail
Drive
Nose Hill Park
Highway No 1A
Nose Hill
John
Laurie
Blvd
Shaganappi
Trail
Airport
Nose Creek Park
Deerfoot
Trail
North-East Regional Recreation Park
Bowmont Park
Baker Park
Bow River
Silver Springs
Valley Ridge
Bearspaw
Bowness Park
Bowness Road
Highland
McKnight
Blvd
McCall Lake
Confederation
Foothills Athletic
Confederation Park
Centre Street
Elks
Barlow
52 Street E
Village Square Athletic
Shouldice Athletic
McMahon Stadium
16 Avenue N
Trans Canada
Highway
Renfrew Athletic
Riley Park
Nose Creek Park
Deerfoot Playfields
Parkdale Blvd
Edworthy Park
Prince's Island
Zoo
Memorial Drive
Forest Lawn Athletic
IMPERIAL
METRIC
Shaganappi
Planetarium
Mewata Athletic
Fort Calgary
Pearce Estate
Max Bell Arena Area
Strathcona Athletic
17 Avenue S
Optimist Athletic
Stampede Park
Slater Park
Dover Athletic
Glencoe
Pinebrook
Richmond Green Park
Richmond Green
Clearwater
Redwood Meadows
Sarcee
Trail
Crowchild
Trail
River Park
Elbow River
Stanley Park
Inglewood Bird Sanctuary
Inglewood
Forest Lawn
Forest Lawn Park
Sandy Beach
Glenmore Athletic
Lakeview
Calgary Golf and Country Club
Blackfoot
Trail
William Pearce Water Conservation Area
Earl Grey
Glenmore
Trail
Beaver Dam Flats Park
Pop Davies Athletic
South-East Industrial Athletic
Heather Glen
Heritage Park
Kingsland Athletic
Carburn Park
CALGARY PARKS & RECREATION
Acadia Athletic
Irrigation
Canal
Glenmore Park
Tom Brooks Athletic
Willow Park
Maple Ridge
Macleod
Trail
Anderson
Road
Canyon Meadows
Woodbine Athletic
Frank McCool Athletic
Fish Creek Provincial Park
Douglasdale Golf Club
Bow River
Bow Bottom Trail
146 Avenue S
Fish Creek Provincial Park
Shawnee Slopes
McKenzie
Deerfoot Trail
Shawnessy Athletic
Midnapore Athletic
Priddis Greens
Highway 22 X

GOLF COURSES

- ■ Existing Major Open Space
- ■ Major Open Space Under Planning and Development
- ■ Existing Golf Courses
- ☐ Proposed Golf Courses
- * Public Green Fees Accepted
- ** Public Green Fees Not Accepted

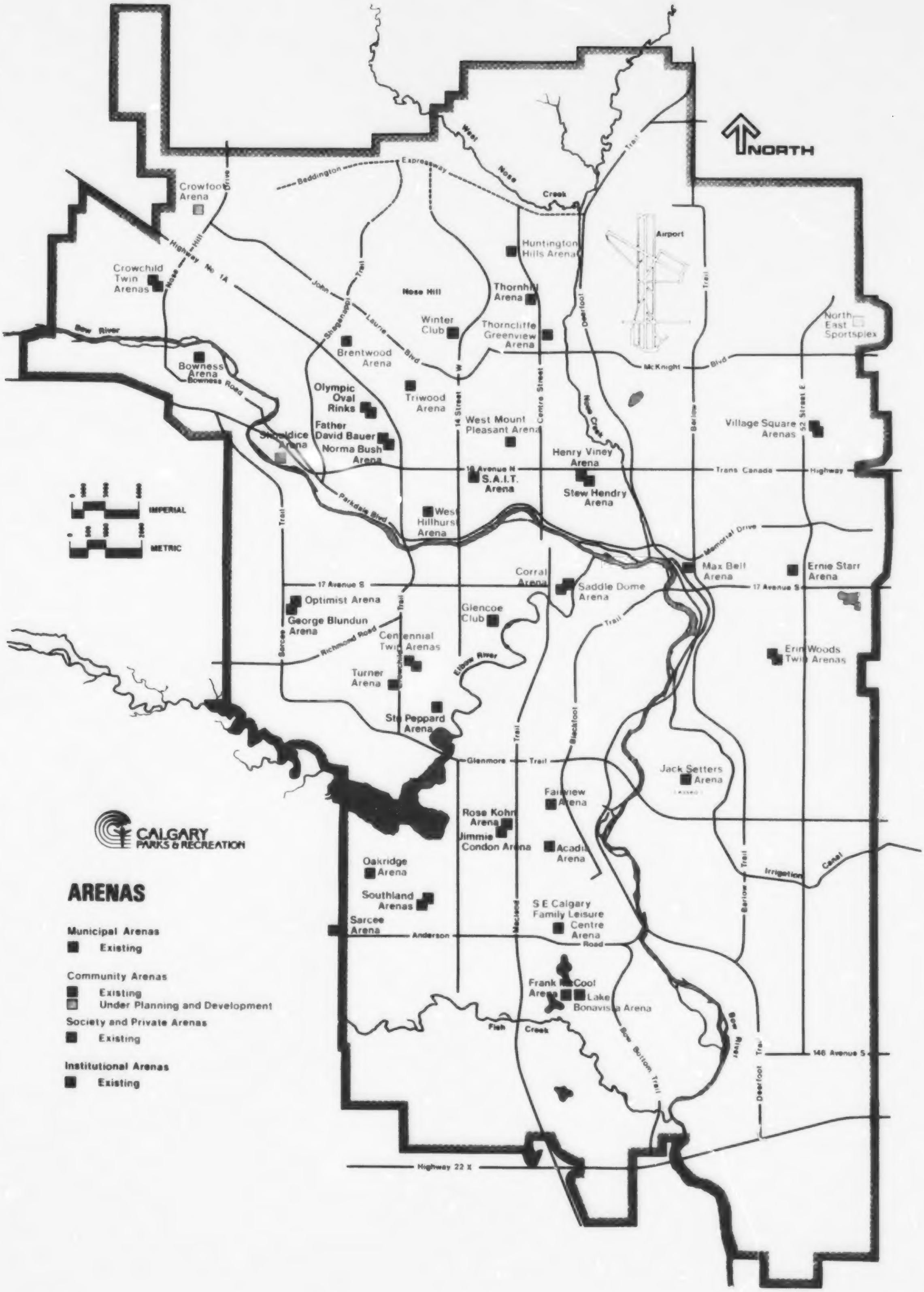


REGIONAL ATHLETIC FIELD DEVELOPMENT

CALGARY PARKS & RECREATION

- ● Existing
- ● Under Planning and Development
- ● Proposed Athletic Parks
- ● Other Athletic Fields
- * LAND ACQUISITION REQUIRED
- ▲ ALL WEATHER TRACKS

NORTH
IMPERIAL
0
1000
3000
6000
METRIC
0
500
1000
2000
Athletic
Country Hills Athletic
Beddington
Expressway
West
Nose
Creek
Airport
Saddleridge Athletic
Highway No 1A
Nose Hill Drive
John
Laurie
Blvd
Shaganappi Trail
Nose Hill
Deerfoot
Trail
Bow River
Bowness Road
McKnight
Blvd
Airport Industrial Athletic
Nose Creek
Nose Creek Athletic
Village Square Athletic
52 Street E
Barlow
14 Street W
Centre Street
Shouldice Athletic
Foothills Athletic
Renfrew Athletic
16 Avenue N
Trans Canada
Highway
Parkdale Blvd
Broadview Athletic (Leased)
Nose Creek Athletic
Memorial Drive
Strathcona Athletic
Mewata Athletic
Forest Lawn Athletic
17 Avenue S
17 Avenue S
Optimist Athletic
Sarcee
Trail
Richmond Road
Crowchild
Trail
Elbow River
Trail
Dover Athletic
Glenmore Athletic
Blackfoot
Trail
Glenmore
Trail
Pop Davies Athletic
South-East Industrial Athletic
Kingsland Athletic (Leased)
Acadia Athletic
Irrigation
Canal
Tom Brooks Athletic
Barlow
Trail
Macleod
Trail
Anderson
Road
Woodbine Athletic
Frank McCool Athletic
Fish
Creek
Bow Bottom Trail
Bow River
Trail
146 Avenue S
Shawnessy Athletic
Midnapore Athletic
McKenzie Athletic
Deerfoot
Highway 22 X



NORTH
Crowfoot Arena
Crowchild Twin Arenas
Bowness Arena
Shouldice Arena
Olympic Oval Rinks
Father David Bauer
Norma Bush Arena
Brentwood Arena
Triwood Arena
Winter Club
Huntington Hills Arena
Thornhill Arena
Thorncliffe Greenview Arena
West Mount Pleasant Arena
Henry Viney Arena
S.A.I.T. Arena
Stew Hendry Arena
West Hillhurst Arena
North East Sportsplex
Village Square Arenas
Max Bell Arena
Ernie Starr Arena
Corral Arena
Saddle Dome Arena
Optimist Arena
George Blundun Arena
Glencoe Club
Centennial Twin Arenas
Turner Arena
Stu Peppard Arena
Erin Woods Twin Arenas
Jack Setters Arena
(Leased)
Fairview Arena
Rose Kohn Arena
Jimmie Condon Arena
Acadia Arena
Oakridge Arena
Southland Arenas
Sarcee Arena
S E Calgary Family Leisure Centre Arena
Frank McCool Arena
Lake Bonavista Arena
Airport
Nose Hill
Beddington Expressway
West Nose Creek
Nose Hill Drive
Highway No 1A
John Laurie Blvd
Shaganappi Trail
Bow River
Bowness Road
Parkdale Blvd
14 Street W
Centre Street
Deerfoot Trail
Nose Creek
Barlow Trail
52 Street E
McKnight Blvd
16 Avenue N
Trans Canada Highway
Memorial Drive
17 Avenue S
Sarcee Trail
Richmond Road
Crowchild Trail
Elbow River
Macleod Trail
Blackfoot Trail
Glenmore Trail
Irrigation Canal
Anderson Road
Fish Creek
Bow Bottom Trail
146 Avenue S
Highway 22 X
IMPERIAL
METRIC
CALGARY PARKS & RECREATION

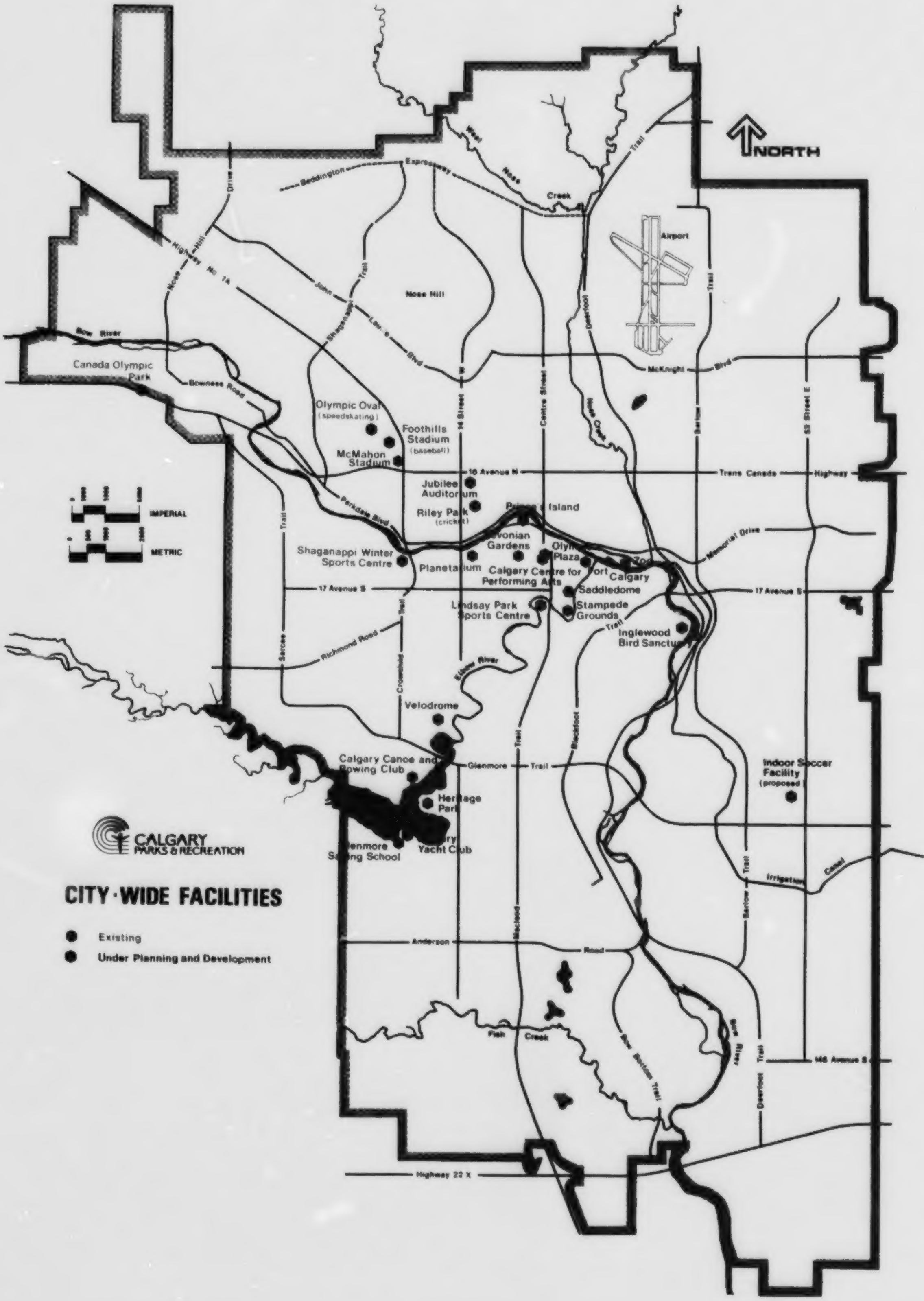
ARENAS

Municipal Arenas
■ Existing

Community Arenas
■ Existing
□ Under Planning and Development

Society and Private Arenas
■ Existing

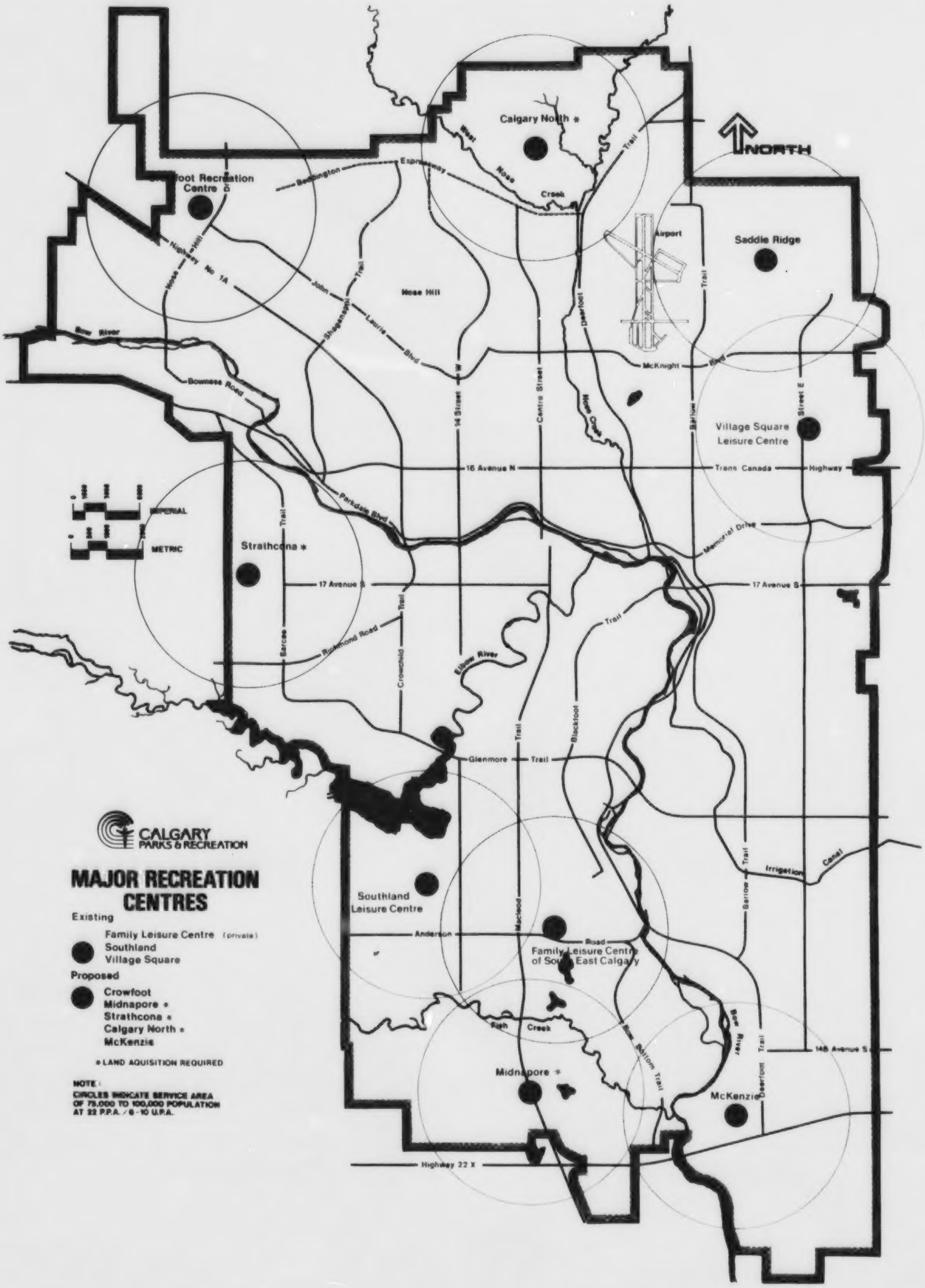
Institutional Arenas
■ Existing


NORTH
Airport
Nose Hill
Beddington Expressway
West Nose Creek
Highway No. 1A
Nose Hill Drive
John Laurie Blvd
Shaganappi Trail
Deerfoot Trail
Barlow Trail
McKnight Blvd
Bow River
Canada Olympic Park
Bowness Road
Olympic Oval (speedskating)
Foothills Stadium (baseball)
McMahon Stadium
14 Street W
Centre Street
Nose Creek
52 Street E
16 Avenue N
Trans Canada Highway
Jubilee Auditorium
Riley Park (cricket)
Prince's Island
Parkdale Blvd
Memorial Drive
Shaganappi Winter Sports Centre
Planetarium
Devonian Gardens
Olympic Plaza
Fort Calgary
Zoo
Calgary Centre for Performing Arts
Saddledome
17 Avenue S
Lindsay Park Sports Centre
Stampede Grounds
Inglewood Bird Sanctuary
Sarcee Trail
Richmond Road
Crowchild Trail
Elbow River
Velodrome
Calgary Canoe and Rowing Club
Glenmore Trail
Heritage Park
Glenmore Sailing School
Calgary Yacht Club
Indoor Soccer Facility (proposed)
Macleod Trail
Blackfoot Trail
Irrigation Canal
Anderson Road
Fish Creek
Bow Bottom Trail
146 Avenue S
Highway 22 X
IMPERIAL
METRIC

CALGARY
PARKS & RECREATION

CITY·WIDE FACILITIES

- ● Existing
- ● Under Planning and Development


NORTH
IMPERIAL
METRIC
Calgary North *
Crowfoot Recreation Centre
Saddle Ridge
Village Square Leisure Centre
Strathcona *
Southland Leisure Centre
Family Leisure Centre of South East Calgary
Midnapore *
McKenzie
Airport
Nose Hill
Beddington
Expressway
Nose Hill
Highway No 1A
John Laurie Blvd
Shaganappi Trail
West Nose Creek
Deerfoot Trail
Barlow Trail
Street E
McKnight Blvd
14 Street W
Centre Street
Nose Creek
Bow River
Bowness Road
Parkdale Blvd
16 Avenue N
Trans Canada Highway
Memorial Drive
17 Avenue S
Sarcee Trail
Richmond Road
Crowchild Trail
Elbow River
Blackfoot Trail
Macleod Trail
Glenmore Trail
Irrigation Canal
Anderson Road
Fish Creek
Bow Bottom Trail
Bow River
Deerfoot Trail
146 Avenue S
Highway 22 X

CALGARY
PARKS & RECREATION

MAJOR RECREATION CENTRES

Existing

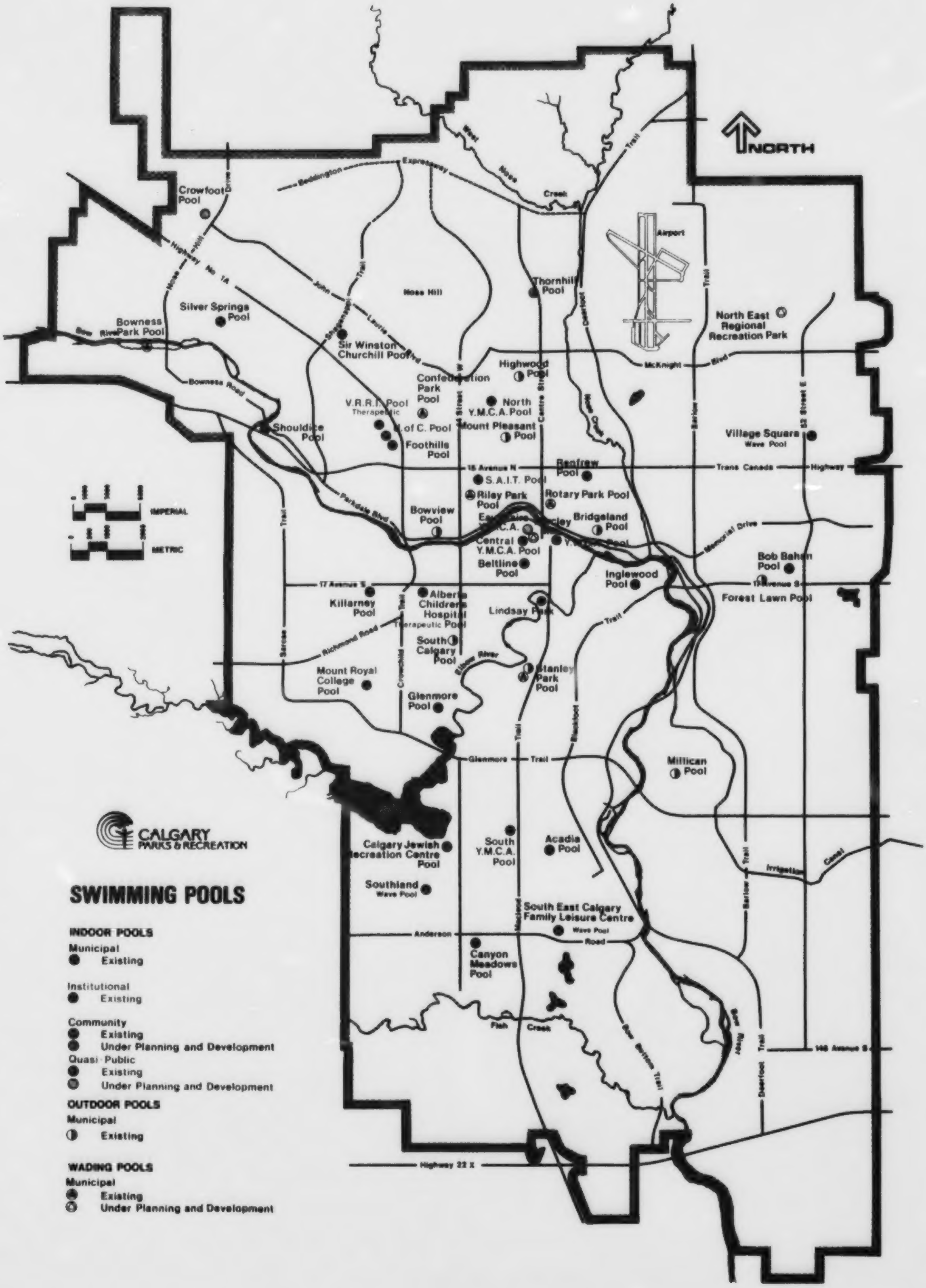
● Family Leisure Centre (private)
Southland
Village Square

Proposed

● Crowfoot
Midnapore *
Strathcona *
Calgary North *
McKenzie

* LAND AQUISITION REQUIRED

NOTE:
CIRCLES INDICATE SERVICE AREA OF 75,000 TO 100,000 POPULATION AT 22 P.P.A. / 6 - 10 U.P.A.


NORTH
IMPERIAL
METRIC
Beddington
Expressway
West
Nose
Creek
Trail
Airport
Crowfoot Pool
Drive
Highway No. 1A
Nose Hill
John
Laurie
Shaganappi
Trail
Silver Springs Pool
Bowness Park Pool
Bow River
Bowness Road
Sir Winston Churchill Pool
Confederation Park Pool
Highwood Pool
Thornhill Pool
Deerfoot
McKnight
Blvd
North East Regional Recreation Park
V.R.R.I. Pool Therapeutic
U. of C. Pool
Foothills Pool
North Y.M.C.A. Pool
Mount Pleasant Pool
Centre Street
4 Street W
Nose Creek
Barlow
52 Street E
Village Square Wave Pool
Shouldice Pool
16 Avenue N
Renfrew Pool
Trans Canada
Highway
S.A.I.T. Pool
Riley Park Pool
Rotary Park Pool
Parkdale Blvd
Bowview Pool
Bridgeland Pool
Central Y.M.C.A. Pool
Beltline Pool
Memorial Drive
Bob Bahan Pool
17 Avenue S
Inglewood Pool
Forest Lawn Pool
Killarney Pool
Alberta Childrens Hospital Therapeutic Pool
Lindsay Park
Sarcee
Trail
Crowchild
Richmond Road
South Calgary Pool
Elbow River
Stanley Park Pool
Blackfoot
Mount Royal College Pool
Glenmore Pool
Glenmore
Trail
Millican Pool
Calgary Jewish Recreation Centre Pool
South Y.M.C.A. Pool
Acadia Pool
Irrigation
Canal
Southland Wave Pool
Macleod
South East Calgary Family Leisure Centre
Wave Pool
Anderson
Road
Canyon Meadows Pool
Fish
Creek
Bow River
Bow Bottom Trail
Deerfoot
Trail
146 Avenue S
Highway 22 X

CALGARY PARKS & RECREATION

SWIMMING POOLS

INDOOR POOLS

Municipal
● Existing

Institutional
● Existing

Community
● Existing
● Under Planning and Development

Quasi-Public
● Existing
● Under Planning and Development

OUTDOOR POOLS

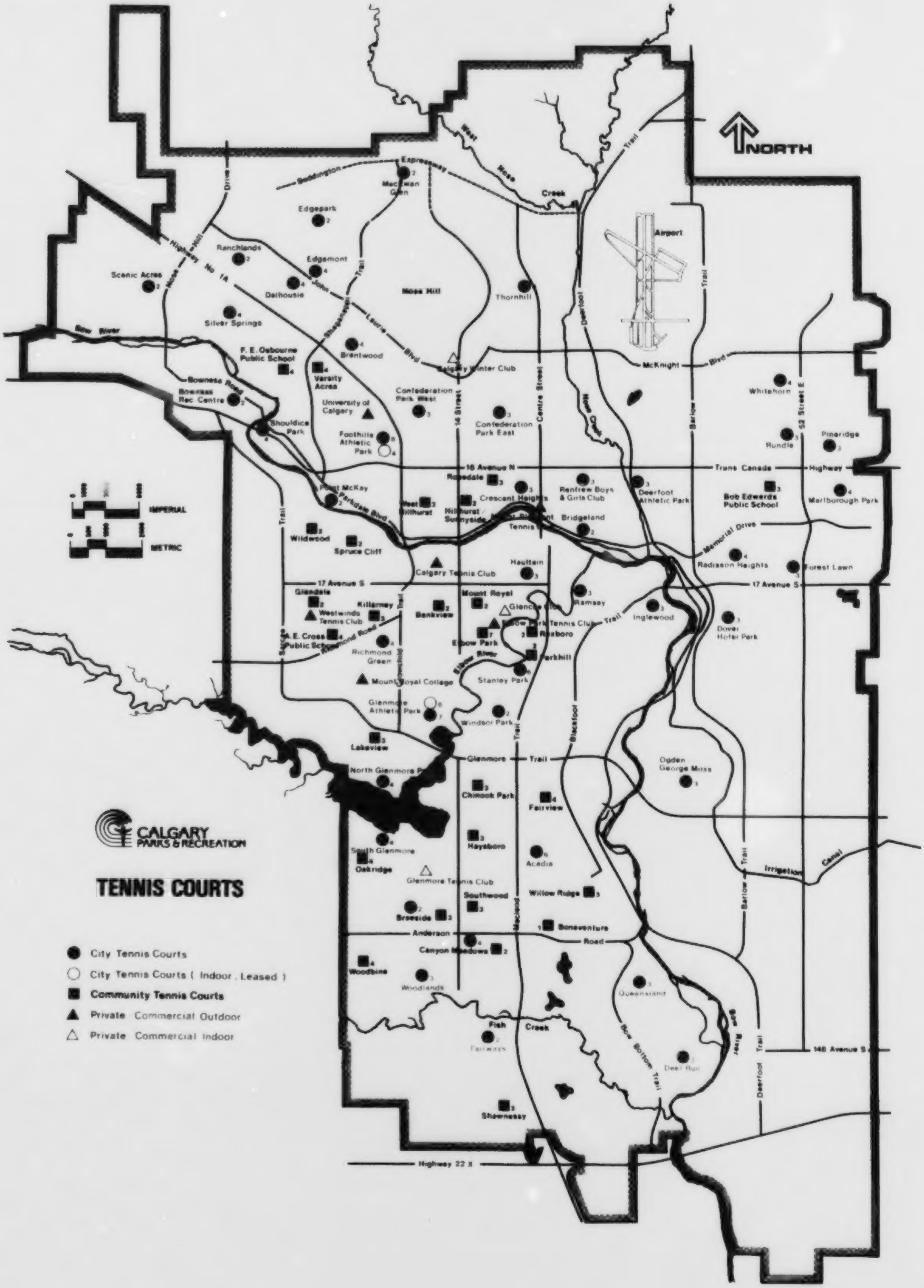
Municipal
◐ Existing

WADING POOLS

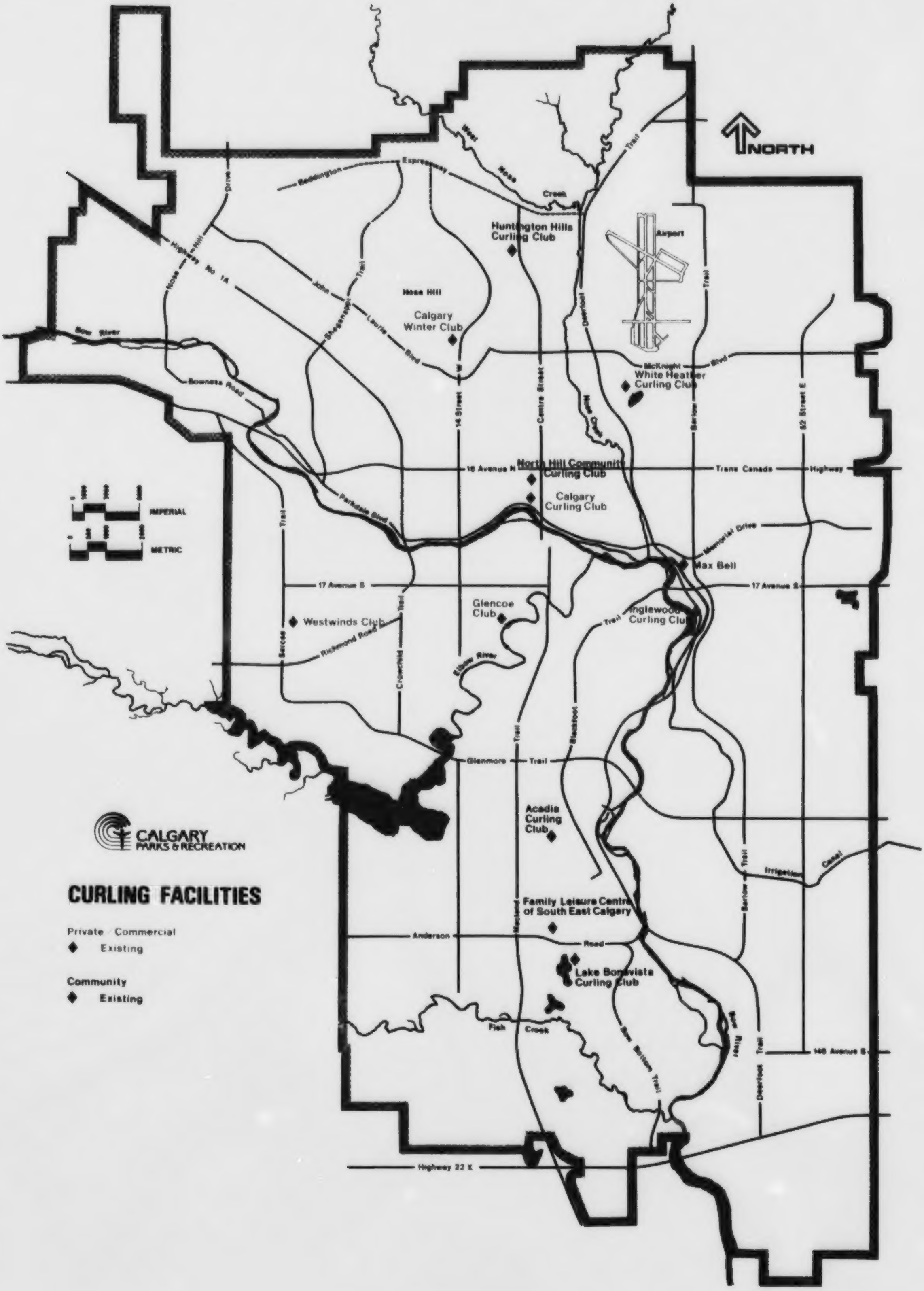
Municipal
● Existing
○ Under Planning and Development

CALGARY PARKS & RECREATION

TENNIS COURTS


NORTH
IMPERIAL
METRIC
Airport
West Nose Creek
Beddington Expressway
Deerfoot Trail
Centre Street
14 Street
Barlow Trail
52 Street E
McKnight Blvd
16 Avenue N
Trans Canada Highway
Memorial Drive
17 Avenue S
Glenmore Trail
Anderson Road
Blackfoot Trail
Macleod Trail
Irrigation Canal
148 Avenue S
Highway 22 X
Bow River
Elbow River
Fish Creek
Bow Bottom Trail
Nose Hill
Highway No 1A
Crowchild Trail
Sarcee Trail
Shaganappi Trail
John Laurie Blvd
Bowness Road
Parkdale Blvd
Richmond Road
Nose Hill Drive
MacEwan Glen 2
Edgepark 2
Ranchlands 2
Edgemont 4
Scenic Acres 2
Dalhousie 4
Silver Springs 4
Thornhill
Brentwood 4
F. E. Osbourne Public School 4
Varsity Acres 4
Calgary Winter Club
Bowness Rec. Centre 2
University of Calgary
Confederation Park West 3
Confederation Park East 3
Shouldice Park 4
Foothills Athletic Park 8 4
Whitehorn 4
Rundle 3
Pineridge 3
Rosedale 3
Crescent Heights 3
Renfrew Boys & Girls Club 3
Deerfoot Athletic Park 3
Bob Edwards Public School 3
Marlborough Park 4
Point McKay 2
West Hillhurst 3
Hillhurst Sunnyside 2
Mount Pleasant Tennis
Bridgeland 2
Wildwood 2
Spruce Cliff 2
Calgary Tennis Club
Haultain 3
Radisson Heights 4
Forest Lawn 3
Glendale 2
Killarney 3
Westwinds Tennis Club
Bankview 2
Mount Royal 2
Glencoe Club
Elbow Park Tennis Club
Ramsay 3
Inglewood 3
Dover Hofer Park 3
A.E. Cross Public School 4
Richmond Green 4
Elbow Park 7
Roxboro 2
Parkhill 2
Stanley Park 6
Mount Royal College
Glenmore Athletic Park 6 7
Windsor Park 2
Lakeview 3
North Glenmore Park 4
Ogden George Moss 3
Chinook Park 3
Fairview 4
South Glenmore 4
Haysboro 3
Acadia 6
Oakridge 4
Glenmore Tennis Club
Willow Ridge 3
Southwood 3
Braeside 2 3
Bonaventure 1
Canyon Meadows 4 2
Woodbine 4
Woodlands 3
Queensland 3
Fairways 2
Deer Run 2
Shawnessy 3

- ● City Tennis Courts
- ○ City Tennis Courts (Indoor, Leased)
- ■ **Community Tennis Courts**
- ▲ Private Commercial Outdoor
- △ Private Commercial Indoor

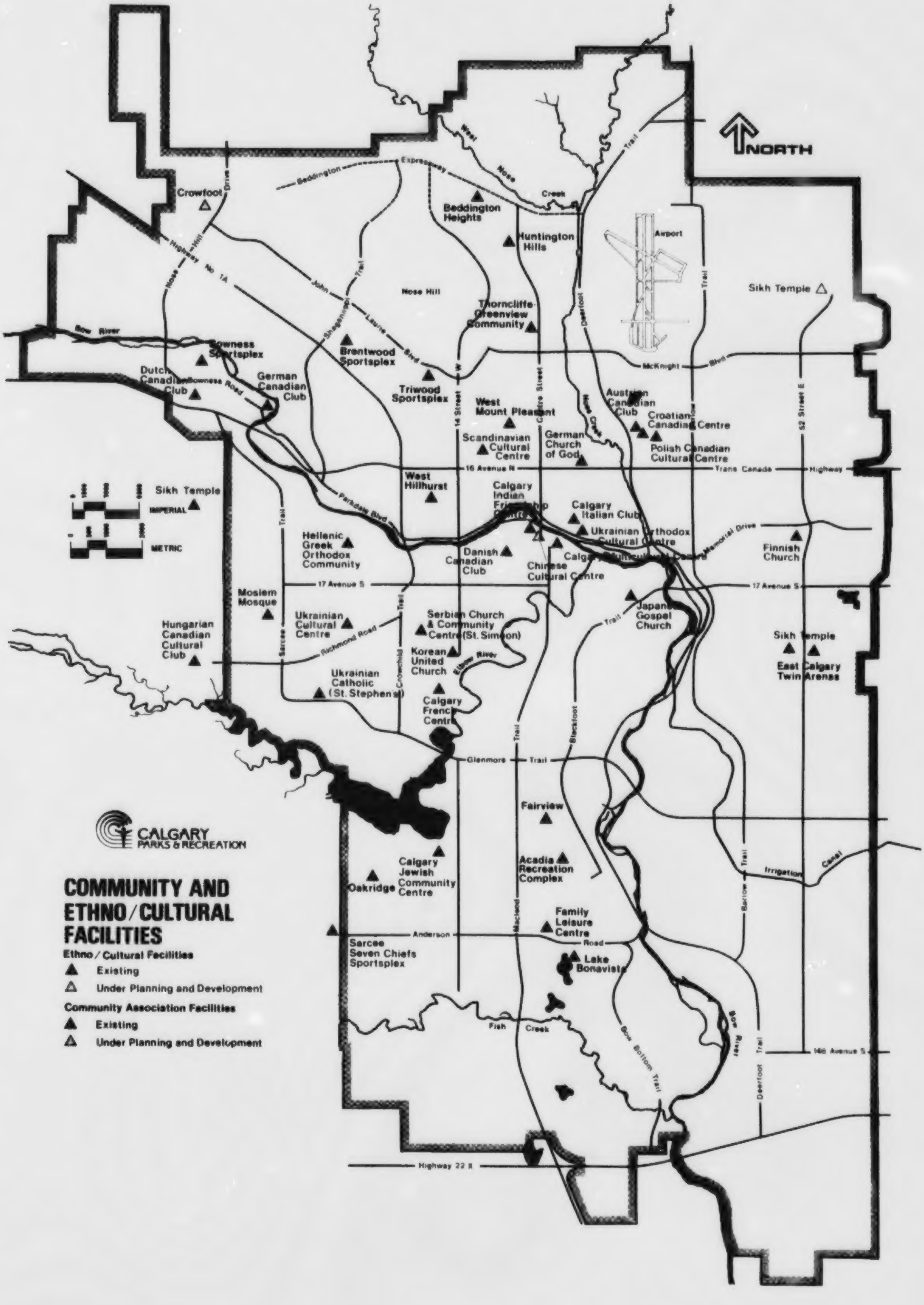

NORTH
Beddington
Expressway
West
Nose
Creek
Airport
Huntington Hills Curling Club
Nose Hill
Calgary Winter Club
Highway No 1A
Nose Hill Drive
John Laurie Blvd
Shaganappi Trail
Bow River
Bowness Road
14 Street W
Centre Street
Deerfoot
Deerfoot Trail
Nose Creek
McKnight Blvd
White Heather Curling Club
Barlow Trail
52 Street E
16 Avenue N
North Hill Community Curling Club
Trans Canada Highway
Calgary Curling Club
Parkdale Blvd
Memorial Drive
Max Bell
IMPERIAL
METRIC
17 Avenue S
17 Avenue S
Glencoe Club
Inglewood Curling Club
Trail
Westwinds Club
Sarcee Trail
Richmond Road
Crowchild Trail
Elbow River
Macleod Trail
Blackfoot
Glenmore Trail
Acadia Curling Club
Irrigation Canal
Family Leisure Centre of South East Calgary
Anderson Road
Lake Bonavista Curling Club
Fish Creek
Bow Bottom Trail
Bow River
Deerfoot Trail
146 Avenue S
Highway 22 X

CALGARY PARKS & RECREATION

CURLING FACILITIES

Private Commercial
◆ Existing

Community
◆ Existing



NORTH
Crowfoot
Beddington Expressway
Beddington Heights
West Nose Creek
Huntington Hills
Airport
Sikh Temple
Nose Hill
Nose Hill Drive
Highway No 1A
John Laurie Blvd
Shaganappi Trail
Thorncliffe-Greenview Community
Deerfoot Trail
Bow River
Bowness Sportsplex
Brentwood Sportsplex
McKnight Blvd
Dutch Canadian Club
Bowness Road
German Canadian Club
Triwood Sportsplex
14 Street W
Centre Street
West Mount Pleasant
Nose Creek
Austrian Canadian Club
Croatian Canadian Centre
52 Street E
Scandinavian Cultural Centre
German Church of God
Polish Canadian Cultural Centre
16 Avenue N
Trans Canada Highway
West Hillhurst
Sikh Temple
IMPERIAL
METRIC
Calgary Indian Friendship Centre
Calgary Italian Club
Parkdale Blvd
Ukrainian Orthodox Cultural Centre
Memorial Drive
Hellenic Greek Orthodox Community
Finnish Church
Danish Canadian Club
Calgary Multicultural Centre
Chinese Cultural Centre
17 Avenue S
Moslem Mosque
Japanese Gospel Church
Ukrainian Cultural Centre
Serbian Church & Community Centre (St. Simeon)
Sikh Temple
Hungarian Canadian Cultural Club
Richmond Road
Sarcee Trail
Crowchild Trail
Korean United Church
Elbow River
East Calgary Twin Arenas
Ukrainian Catholic (St. Stephen's)
Calgary French Centre
Macleod Trail
Blackfoot Trail
Glenmore Trail
Fairview
Irrigation Canal
Barlow Trail
Calgary Jewish Community Centre
Acadia Recreation Complex
Oakridge
Family Leisure Centre
Anderson Road
Sarcee Seven Chiefs Sportsplex
Lake Bonavista
Fish Creek
Bow Bottom Trail
Bow River
Deerfoot Trail
146 Avenue S
Highway 22 X

CALGARY PARKS & RECREATION

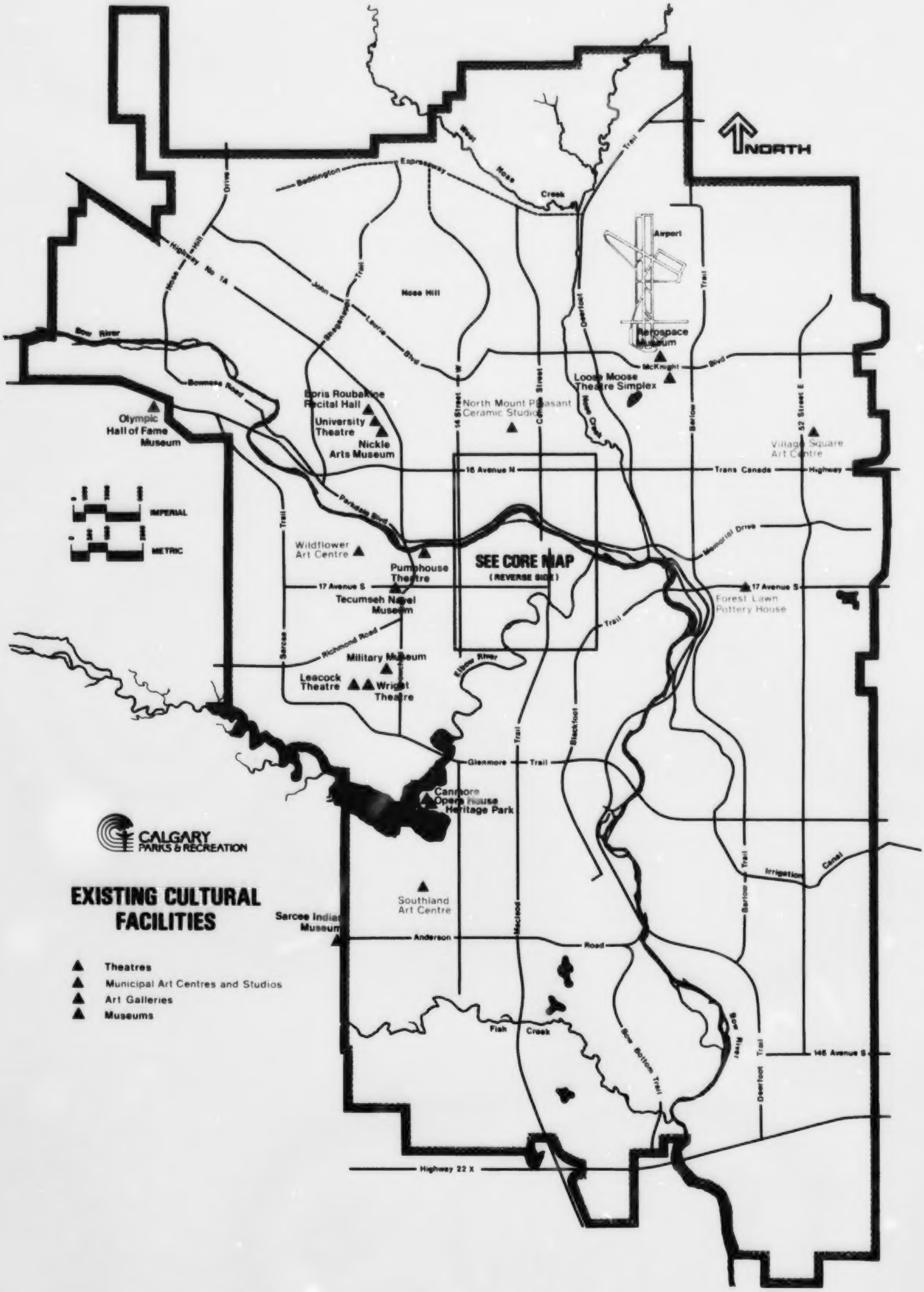
COMMUNITY AND ETHNO/CULTURAL FACILITIES

Ethno/Cultural Facilities

- ▲ Existing
- △ Under Planning and Development

Community Association Facilities

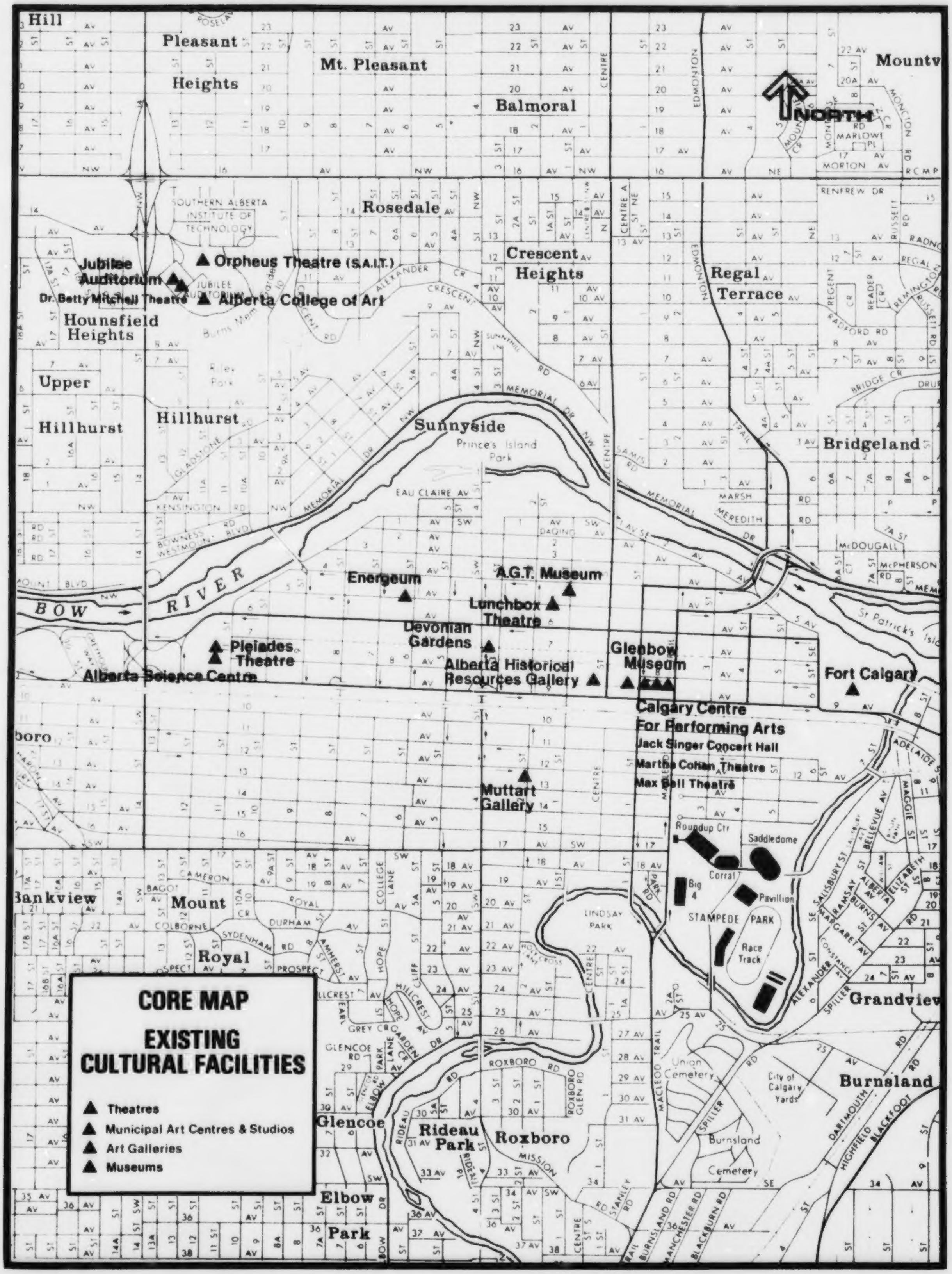
- ▲ Existing
- △ Under Planning and Development


NORTH
Beddington
Expressway
West Nose Creek
Trail
Airport
Highway No 1A
Nose Hill Drive
John Laurie Blvd
Shaganappi Trail
Nose Hill
Deerfoot
Barlow Trail
Bow River
Aerospace Museum
McKnight Blvd
Loose Moose Theatre Simplex
Bowness Road
Boris Roubakine Recital Hall
University Theatre
Nickle Arts Museum
Olympic Hall of Fame Museum
14 Street W
North Mount Pleasant Ceramic Studio
Centre Street
Nose Creek
52 Street E
Village Square Art Centre
16 Avenue N
Trans Canada Highway
IMPERIAL
METRIC
Parkdale Blvd
Memorial Drive
Wildflower Art Centre
Pumphouse Theatre
SEE CORE MAP
(REVERSE SIDE)
17 Avenue S
Tecumseh Naval Museum
Forest Lawn Pottery House
Sarcee Trail
Richmond Road
Military Museum
Elbow River
Leacock Theatre
Wright Theatre
Blackfoot Trail
Glenmore Trail
Canmore Opera House
Heritage Park
Macleod Trail
Irrigation Canal
Southland Art Centre
Sarcee Indian Museum
Anderson Road
Fish Creek
Bow Bottom Trail
Bow River
Deerfoot Trail
146 Avenue S
Highway 22 X

CALGARY
PARKS & RECREATION

EXISTING CULTURAL FACILITIES

- ▲ Theatres
- ▲ Municipal Art Centres and Studios
- ▲ Art Galleries
- ▲ Museums



CORE MAP

EXISTING CULTURAL FACILITIES

- ▲ Theatres
- ▲ Municipal Art Centres & Studios
- ▲ Art Galleries
- ▲ Museums

NORTH
Hill
Pleasant Heights
Mt. Pleasant
Balmoral
Mountv
Southern Alberta Institute of Technology
Rosedale
Crescent Heights
Regal Terrace
Jubilee Auditorium
Orpheus Theatre (S.A.I.T.)
Dr. Betty Mitchell Theatre
Alberta College of Art
Hounsfield Heights
Riley Park
Upper Hillhurst
Hillhurst
Sunnyside
Prince's Island Park
Bridgeland
Bow River
Energeum
A.G.T. Museum
Lunchbox Theatre
Devonian Gardens
Pleiades Theatre
Alberta Science Centre
Alberta Historical Resources Gallery
Glenbow Museum
Fort Calgary
St Patrick's Isl
Calgary Centre For Performing Arts
Jack Singer Concert Hall
Martha Cohen Theatre
Max Bell Theatre
Muttart Gallery
boro
Roundup Ctr
Saddledome
Corral
Big 4
Pavilion
Stampede Park
Race Track
Lindsay Park
Bankview
Mount Royal
Grandview
Union Cemetery
City of Calgary Yards
Burnsland
Burnsland Cemetery
Glencoe
Rideau Park
Roxboro
Elbow Park
Memorial Dr
Macleod Trail
Centre St
Edmonton Trail

Chart B ... Policy

Parks and Open Space System - Supply and Development Standards

	1. SUB-NEIGHBOURHOOD	2. NEIGHBOURHOOD PARKS	3. COMMUNITY PARKS (JOINT SITE)	4. DISTRICT PARKS (MAJOR JOINT SITE)	5. REGIONAL RECREATION PARKS	6. NATURAL AREAS	7. LINEAR PARKS	8. MISCELLANEOUS OPEN SPACE	9. SPECIAL PURPOSE a. ATHLETIC PARKS b. GOLF COURSES c. CEMETERIES	10. CITY-WIDE PARK
Function	o Play (0-5 yrs.) o Relaxation o Socialization o Includes: - Tot Lot - Decorative Park - Environmental Reserve	o Play (5-10 yrs.) o Informal sports o Relaxation o Neighbourhood events o Includes: - School Ground - Environmental Reserve - Tot Lot	o Play (5-14 yrs.) o Formal sports o Community events, recreation and meetings o Picnicking, Relaxation o Includes: - School Ground - Recreation Park - Community Lease - Environmental Reserve - Neighbourhood Park	o Formal larger-scale sports o Combined community facilities o Combined recreation facilities o Includes: - Playfield - School Ground - Community Lease	o Regional recreation o City events o Family recreation o Picnicking o Relaxation, Play o Special Facilities o Winter Recreation o Includes: - Recreation Park - Tot Lot - Community Lease - Environmental Reserve - Riverbank Escarpment	o Preservation o Environmental education and interpretation o Linear recreation o Passive recreation o Urban relief, o Relaxation o Includes: - Gulley, Coulee - Natural Park - Environmental Reserve	o Linear recreation (walking, biking, etc.) o Passive recreation o Public Access o River Recreation o Interpretation Includes: - Riverbank Escarpment - Gulley, Coulee - Environmental Reserve o "Riverbank, Escarpment"	o Visual relief o Includes: - Undeveloped Park Land - Buffer Strip - Roadway Green (Boulevards & medians) - Easement & Utility R.O.W.	a. o High quality sports events o Special facilities o Winter recreation b. o Golfing o Visual relief o Winter recreation c o Visual Relief o Relaxation	o Unique facilities o City events o Major outings o Includes: - Special Interest Park
Standards	o .5 km. radius service area o Minimum 1/5 ha. (½ ac.) size o 1 site per 500 - 1,000 pop. o 15 sites per community (15,000 pop.) o 2% of area (new communities)	o .5-1 km. radius service area o 2 4 ha. (10 ac.) size - Public Elementary o 2 ha. (5 ac.) size - Separate Elementary o 1 site per 5,000 pop. o 3 sites per community (15,000 pop.) o 3% of area (new communities)	o .5-1 km. radius service area o 5 ha. (12 ac.) size - Public Junior o 4 ha. (10 ac.) size - Separate Junior o 1 site per 15,000 pop. o 1 site per community (15,000 pop.) o 3% of area (new communities)	o 1.5-2 km. radius service area o 12 ha. (29 ac.) size - Public Senior o 1 site per 45,000 pop. o 1 site per 3 communities (45,000 pop.)	o Service Area o ± 20 ha. (50 ac.) o 1 site per 50,000 pop.	o Environmentally sensitive areas o Quality of habitat o Unique features	o Min. 10 m. width o Set backs: - 18 m. from escarpments - 30 m. from bank of Elbow* - 60 m. from bank Bow* (* or Floodway plus 6 m.)	o N/A	a. o Regional athletic facilities o 12-16 ha (30-40 ac. o Geographic distribution o 1 site per 45,000 pop. b. o Geographic distribution site per 1/30,000 pop. c. o N/A	o Special circumstances
Considerations	o Close to higher density housing o Close to seniors o On local streets; protected from streets, minimize exposure to streets o Minimal landscaping o Part of setbacks o Can combine with larger park o Adopt-a-Park potential	o Public elementary school o Sports and play o Area for adults o On local or collector streets o Peripheral landscaping o Can combine with larger park	o Public elementary + jr. hi. school o separate elementary o Sports o Community lease and building o Open space links o On collector street o Possible natural area component	o Public jr. hi., sr. hi. schools o separate jr. hi. o Near shopping, library, social services o On collector or major streets	o Park zoning o Natural areas and rivers o Views o Pathway system o On major streets & public transit	o Preservation & passive recreation first priorities o Variety of types: escarps, riverbanks, forest, grasslands, sanctuaries, ravines	o Logical connections to parks, schools, street intersections, etc. o Overall systems plan o Continuity is critical at regional level	o Maintenance is too high at present o Freeway maintenance is hazardous and expensive	a. o Near secondary school or industrial area o Combine with major facilities o Can combine with District Park b. o Controlled access - revenue-generating o Incompatible with public riverbanks, etc. c. o Active recreation not encouraged	o Controlled access: revenue-generating o On major streets & public transit o Well-promoted o Society operated
Acquisition	o Reserve dedication in new communities o Some reserve dedication in small subdivisions in older communities o Purchase in older communities	o Reserve dedication in new communities o Some reserve dedication in small subdivisions in older communities o Purchase in older communities o Retain obsolete school sites where necessary	o Reserve dedication in new communities o No new provision in old communities o No purchase in old communities o Retain obsolete school sites where necessary	o Reserve dedication in new communities o No new provision in old communities	o Purchase o Donation o Reserve dedication if local needs satisfied	o Purchase o Environmental Reserve Dedication o Crown land under lease	o Reserve dedication o Road and utility rights-of-way o Purchase	o Purchase o Road and utility rights-of-way	a. o Purchase o Reserve dedication if local needs satisfied b. o Purchase c. o Purchase	o Purchase o Donation
Design and Construction	o By Developer, o By Donor o Full site irrigation semi automatic system o Fine parks grass mix	o Grading + turf by Developer o Border irrigation semi automatic system o 'Playground' grass mix	o Grading and turf by Developer; not o Border irrigation (turf system) o 'Playground' grass mix	o Grading & turf by Developer; rest by City o Border irrigation (turf system) o 'Playground' grass mix	o By City o Park zones with varying development and maintenance	o By City, o By Developer (E.R.) o Special Management status for some sites o Trails & paths	o By City, (regional paths) o By Developer (local paths) o Natural vegetation or landscaped	o By City o Irrigation for trees only o 'Roadway' grass	a. o By City o Border irrigation (turf system)) o 'Playground' grass mix o Ball diamonds,	o By City or Society o Unique facilities o In some zones:

	dedication in small subdivisions in older communities o Purchase in older communities	dedication in small subdivisions in older communities o Purchase in older communities o Retain obsolete school sites where necessary	in old communities o No purchase in old communities o Retain obsolete school sites where necessary	in old communities	o Reserve dedication if local needs satisfied	Dedication o Crown land under lease	o Purchase		b. o Purchase c. o Purchase	
Design and Construction	o By Developer, o By Donor o Full site irrigation semi automatic system o Fine parks grass mix o Trees, shrubs o Some floral areas o Play equipment o Benches, walkways o Border fence o 'Class B'maintenance	o Grading + turf by Developer o Border irrigation semi automatic system o 'Playground' grass mix o Border trees and shrubs o Creative play equipment o Benches & tables o Border fence o 'Class B' & 'C' maintenance	o Grading and turf by Developer; not o Border irrigation (turf system) o 'Playground' grass mix o Border trees and shrubs Ball diamonds, hockey, soccer o Benches & Bleachers o Parking o Border fence o 'Class C' maintenance (partial 'B')	o Grading & turf by Developer; rest by City o Border irrigation (turf system) o 'Playground' grass mix o Border trees and shrubs o Some playfields o Benches & Bleachers o Parking o Border fence o 'Class C' maintenance	o By City o Park zones with varying development and maintenance standards o Benches, tables, BBQ o Trails & paths; viewpoints o Swimming Pool o Skating & tobogganing o Concession, toilets o Floral area o Linear park areas o Interpretive facilities o Parking o Border fence o Signage o Maintenance class varies by zone	o By City, o By Developer (E.R.) o Special Management status for some sites o Trails & paths o Skiing trails o Toilets o Parking o Border fence o Special natural area maintenance	o By City, (regional paths) o By Developer (local paths) o Natural vegetation or landscaped o Pathway or trail o Benches, viewpoints, tables o Rest stops o Toilets, drinking fountains o Parking o Interpretive o Signage o Border fence o River corridors: - boating facilities - rest stops - parking o 'Class C' maintenance o Special natural area maintenance if warranted	o By City o Irrigation for trees only o 'Roadway' grass mix o Groups of trees o Mass shrubs on steeper slopes o Shrubs, gravel or concrete in medians o Maintenance class varies	a. o By City o Border irrigation (turf system)) o 'Playground' grass mix o Ball diamonds, soccer, arenas, pool o Parking o 'Class C' maintenance b. o By City/Developer/ Group o Fairways, greens, trees o Peripheral trees & shrubs o Special grass mixes o Border fence o 'Class A'maintenance c. o By City o Full site irrigation o 'Fine parks' grass mix o 'Class A' maintenance	o By City or Society o Unique facilities o In some zones: - full site irrigation (semi) - extensive landscaping o Parking o Floral garden o Arboreta o Border fence o Maintenance class varies
Public Use (1986 Study)	o Medium awareness (91% of respondents) o Low usage overall (18% more than once per month) o Higher female usage to male (43% v. 28%)	o High awareness (94% of respondents) o Medium usage (28% more than once per month) o Playfield usage higher with higher income (low: 32%; high: 44%) o Community facilities usage higher with lower income o Higher usage: single-parent than two-parent families	o Very high awareness (97% of respondents) o Medium usage (28% more than once per month) o Playfield usage higher with higher income (low: 32%; high: 44%) o Community facilities usage higher with lower income o Higher usage: single-parent than two-parent families	o Same as Community Parks	o Very high awareness (98%) o Medium usage (27%) o High usage: younger adult o High usage: lower income o High usage: more education o Lowest usage: couples	o High awareness (94%) o Higher usage (32%) o Higher usage: males o Higher usage: more education o Lowest usage: couples	o N/A	o N/A	a. o Higher usage: more education b. o Higher usage: more education c. o N/A	o Very high awareness (97%) o Lower usage (19%)
Public Preferences (1986 Study)	o #3 in requiring more emphasis o #4 in park system (75%) o #1 in acquisition	o #4 in requiring more emphasis o #4 in park system (75%) o #1 in acquisition	o #2 in requiring more emphasis o #1 in park system (83%) o #1 in acquisition o New or expanded community facilities have low support	o Same as Community Parks	o #5 in requiring more emphasis o #2 in park system (81%) o #4 in acquisition o Increase in emphasis: - Regional Parks have low support 37%; strongest in NE: 52% - Winter recreation has medium support (54%) - Family recreation has medium support 52%; strongest in NE: 60% o floral gardens have low support (39%)	o # 1 in requiring more emphasis o #1 in park system (82%) o #2 in acquisition o Protection rated second highest (77% support): o Perception exists of "crowding" o Management: protection & passive recreation	o #6 in requiring more emphasis (strongest in NE: 80%) o #4 in park system (69%) o #3 in acquisition o Boating has low support (31%) o River parkland has very strong support (68%) o Pathway Priorities: (1) regional (2) inter-community	o N/A	a. o #7 in requiring more emphasis o #3 in park system (78%) o #7 in acquisition b. o #6 in acquisition c. o N/A	o #8 in requiring more emphasis o #1 in park system
Evaluation	o Low adult usage due to: child-oriented design o Insufficient local passive open space o Park development & redevelopment for adults/seniors should be increased o Developers want more "decorative parks"; i.e. passive o Quantity of parks should be reduced and size increased o Development standards may be too high o Supply in Inner City should be increased	o Reduced quantity of schools & increased size wanted by School Boards o Park development & redevelopment for adults/seniors should be increased o Increase landscaping o Increase provision in Inner City (ARP) o Continuing development of school sites in new subdivisions	o School Boards desire reduced quantity of schools increased size (especially Senior High sites) o Park redevelopemnt for adults/seniors adults/seniors should be increased o Landscaping should be increased o Potential loss of school sites in Inner City o Continuing development of school sites in new subdivisions	o Same as Community Parks	o Distribution should be improved (deficiency NE&E) o More planning required in growth corridors: N,NW,W,S o Acquisition required beyond 10% reserve dedication o Accessibility should be improved (mass transit, signage, etc.) o Upkeep & redevelopment should be increased o Life-cycle analysis should be conducted	o Demand is increasing o Selection dependent on quality of site so unequal distribution o Losses due to urbanization o Protection of new areas should be increased o Interpretation of natural history should be increased o Management should be improved o Sites beyond city limits should be protected (inter-govt. coordination)	o For improvement of access to parks o Emphasis on regional and community linear parks should be increased during subdivision process	o Visual amenity only o Maintenance often difficult & hazardous o Assists in 'Greening' o Department's heavy involvement in development and operation should be re-evaluated o Standard of maintenance and/or priority should be reduced within Department	o N/A	o Arboretum should be established

GENERAL PREFERENCES:

Relative Satisfaction:

1. Upkeep of parks (81%)
2. Protection of natural areas (77%)
3. Upgrading and new development (66%)

Priority of Purpose for Parks:

1. Passive recreation
2. Active recreation
3. Landscaping
4. Environmental Protection
5. Outdoor education
6. Urban design
7. Tourism

Priority for Requiring More Emphasis:

1. Outdoor education (+42%)
2. Environmental protection (+41%)
3. Landscaping (+32%)
4. Urban design (+30%)
5. Passive recreation (+26%)
6. Active recreation (+21%)
7. Tourism (+10%)

Chart C-1... Implementation of Parks and Open Space System Supply and Development Standards
Local Parks

COMMUNITY BY PARKS AREA	FIVE-YEAR					TEN-YEAR
	1987	1988	1989	1990	1991	1992-1996
1. NEW COMMUNITIES (PARK DEVELOPMENT)						
1.1 NORTH AREA						
EDGEMONT	NBHOOD				SUBNBHD	
HARVEST HILL						NBHOOD
HAWKWOOD		NBHOOD		SUBNBHD		
MCEWEN			NBHOOD			SUBNBHD, COMMUNITY
SANDSTONE	NBHOOD					SUBNBHD, COMMUNITY
SCENIC ACRES	NBHOOD					SUBNBHD, COMMUNITY
WEST SCENIC						NBHOOD
1.2 EAST AREA						
APPLEWOOD						NBHOOD, COMMUNITY
BURLINGTON						SUBNBHD, NBHOOD
CASTLERIDGE					NBHOOD	SUBNBHD, COMMUNITY
DOVER			NBHOOD	COMMUNITY		
FALCONRIDGE				NBHOOD	SUBNBHD COMMUNITY	
MARTINDALE			NBHOOD			SUBNBHD, COMMUNITY
RIVERBEND				NBHOOD		SUBNBHD
1.3 SOUTH AREA						
DOUGLASDALE				NBHOOD		SUBNBHD
MCKENZIE		COMMUNITY	NBHOOD COMMUNITY			
MIDNAPORE			NBHOOD	COMMUNITY		DISTRICT
MILLRISE				COMMUNITY		NBHOOD
SHAWNESSY						NBHOOD, COMMUNITY
SUNDANCE	NBHOOD		COMMUNITY			
WOODBINE .		COMMUNITY				
1.4 CENTRE WEST AREA						
PATTERSON						NBHOOD
SIGNAL HILL						NBHOOD
STRATHCONA	NBHOOD			DISTRICT		
2. YOUNGER COMMUNITIES (PARK COMPLETION)						
2.1 NORTH AREA						
BEDDINGTON		NBHOOD		COMMUNITY		
HUNTINGTON	SUBNBHD			SUBNBHD SUBNBHD		
SILVER SPRINGS				SUBNBHD		
2.2 EAST AREA						
RUNDLE			NBHOOD	COMMUNITY		
WHITEHORN	NBHOOD					
2.3 SOUTH AREA						
BONAVENTURE					NBHOOD	
BONAVISTA	NBHOOD					
CANYON MEADOWS	SUBNBNHD			SUBNBHD		
CEDARBRAE					NBHOOD	
ERIN WOODS					NBHOOD COMMUNITY	
MIDNAPORE					COMMUNITY	
2.4 CENTRE WEST AREA						
GLAMORGAN					SUBNBHD	

	CEDARBRAE					NBHOOD	
	ERIN WOODS					NBHOOD COMMUNITY	
	MIDNAPORE					COMMUNITY	
2.4	CENTRE WEST AREA						
	GLAMORGAN					SUBNBHD	
3.	MATURE COMMUNITIES (PARK RENOVATION)						
3.1	NORTH AREA						
	BOWNESS					SUBNBHD	NBHOOD COMMUNITY
	BRENTWOOD				SUBNBHD	SUBNBHD	
	BRIAR HILL	SUBNBHD					
	NORTH HAVEN					SUBNBHD	
	ST. ANDREW'S			COMMUNITY			
3.2	EAST AREA						
	DOVER					SUBNBHD SUBNBHD NBHOOD	
	FOREST HEIGHTS				NBHOOD	SUBNBHD	COMMUNITY
	MARLBOROUGH					SUBNBHD	NBHOOD
	PENBROOKE				SUBNBHD		
	VISTA HEIGHTS					SUBNBHD	
3.3	SOUTH AREA						
	HAYSBORO					SUBNBHD	
3.4	CENTRE WEST AREA						
	MOUNT ROYAL					SUBNBHD	
4.	OLDER COMMUNITIES (PARK DEFICIENCES)						
4.1	NORTH AREA						
	BRIDGELAND				SUBNBHD		
	HILLHURST-SUNNYSIDE			SUBNBHD			
4.2	EAST AREA						
	ALBERT PARK				SUBNBHD		
4.3	CENTRE-WEST AREA						
	BANKVIEW		SUBNBHD				
	CHINATOWN	NBHOOD					
	CLIFF BUNGALOW			SUBNBHD		NBHOOD	
	CONNAUGHT		SUBNBHD		NBHOOD		
	ERLTON			SUBNBHD NBHOOD			
	INGLEWOOD			SUBNBHD			
	KILLARNEY-GLENGARRY	COMMUNITY					
	LOWER MOUNT ROYAL		NBHOOD			SUBNBHD	
	MISSION		NBHOOD				
	PARKHILL			NBHOOD	SUBNBHD		
	RAMSAY					SUBNBHD	
	RICHMOND					SUBNBHD	
	SUNALTA	COMMUNITY	NBHOOD	NBHOOD		COMMUNITY	
5.	DOWNTOWN	SUBNBHD NBHOOD	SUBNBHD NBHOOD				

NOTE: "SUBNBH" = Subneighbourhood Park "COMMUNITY" = Community Park
"NBHOOD = Neighbourhood Park "DISTRICT" = District Park

Chart C-2... Implementation of Parks and Open Space System Supply and Development Standards

Regional Parks

SITE BY PARK AREA	PARK TYPE	FIVE-YEAR					TEN-YEAR
		1987	1988	1989	1990	1991	1992-1996
1. NORTH AREA:							
BEARSPAW PARK	RECREATION			PROTECTION	ACCESS		BOATING, ACQUISITION
SCENIC RAVINE	NATURAL			PROTECTION		TRAILS	INTERPRETATION
BOWMONT PARK	RECREATION/ NATURAL	ACQUISITION	PATHWAY (SEE BOW R.), PROTECTION	PARKING, PICNICKING, REHABILITATION	TRAILS LAGOON		
BOWNESS PARK	RECREATION					REDEVELOPMENT	
BOW RIVER	LINEAR		PATHWAY	PATHWAY			
CONFEDERATION PARK	RECREATION	DRAINAGE					
MISCELLANEOUS COMMUNITY E.R.	NATURAL		MANAGEMENT PLAN	PROTECTION			INTERPRETATION, REHABILITATION
NOSE CREEK PARK	RECREATION/ LINEAR		PICNICKING, PARKING, ACQUISITION	PATHWAY, PROTECTION	ACQUISITION	PATHWAY	PLAYFIELDS
NOSE HILL PARK	NATURAL	ACQUISITION, PARKING, TRAILS	INTERPRETATION, REHABILITATION			TRAILS	EQUESTRIAN
WEST NOSE CREEK	LINEAR				PROTECTION		PATHWAY
RILEY PARK	RECREATION					REDEVELOPMENT	HILLSIDE DEVELOPMENT
SUNNYSIDE-CRESCENT LINK	LINEAR	TRAIL					
SHOULDICE PARK	RECREATION	ACQUISITION					
2. EAST AREA:							
CARBURN PARK	RECREATION/ NATURAL	PROTECTION SIGNAGE	ACQUISITION	TRAILS			
BEAVER DAM FLATS PK.				INTERPRETATION			REDEVELOPMENT
FOREST LAWN PARK (LAND FILL SITE)	RECREATION	SHORELINE, PICNICKING, TREES					SKI HILL
MARLBOROUGH PARK	RECREATION	TREES, FURNITURE	PLAYGROUND				
DOUGLASDALE SITE	RECREATION			PROTECTION		PARKING, PICKNICKING	PATHWAY (SEE BOW R.)
BOW RIVER	LINEAR						CARBURN TO DOUGLASDALE
NORTH EAST PARK	RECREATION	DEVELOPMENT	DEVELOPMENT	DEVELOPMENT			
SLATER PARK					IRRIGATION	BRIDGE	
3. SOUTH AREA							
GLENMORE PARK - SOUTH	RECREATION/ NATURAL	SIGNAGE, DEPOT	PARKING, EQUESTRIAN	TRAILS			
GLENMORE PARK - EAST	RECREATION						MARINA
BOW RIVER	LINEAR						DOUGLASDALE TO MACKENZIE

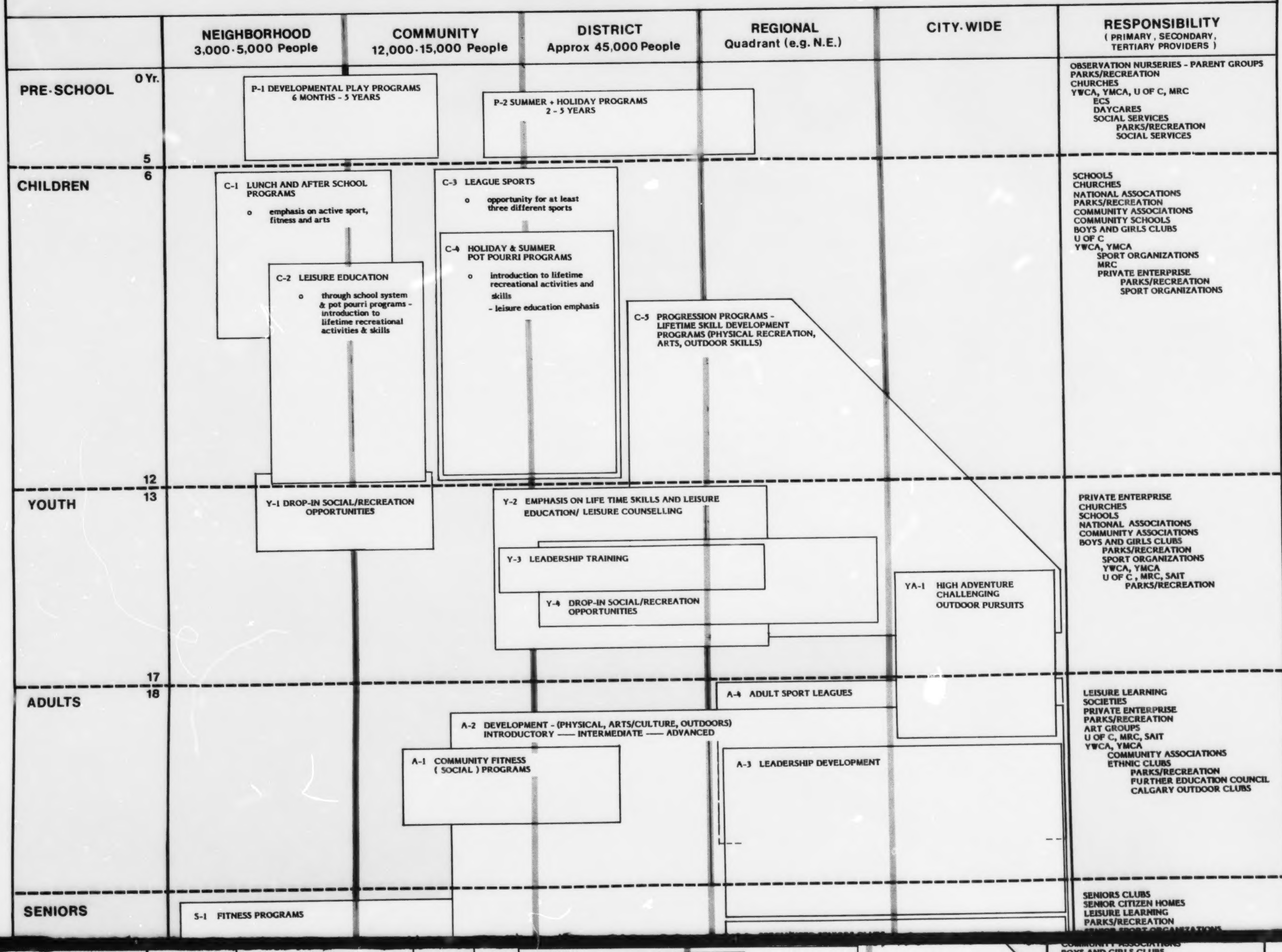
BEAVER DAM FLATS PK.				INTERPRETATION			REDEVELOPMENT
FOREST LAWN PARK (LAND FILL SITE)	RECREATION	SHORELINE, PICNICKING, TREES					SKI HILL
MARLBOROUGH PARK	RECREATION	TREES, FURNITURE	PLAYGROUND				
DOUGLASDALE SITE	RECREATION			PROTECTION		PARKING, PICKNICKING	PATHWAY (SEE BOW R.)
BOW RIVER	LINEAR						CARBURN TO DOUGLASDALE
NORTH EAST PARK	RECREATION	DEVELOPMENT	DEVELOPMENT	DEVELOPMENT			
SLATER PARK					IRRIGATION	BRIDGE	
3. SOUTH AREA							
GLENMORE PARK - SOUTH	RECREATION/ NATURAL	SIGNAGE, DEPOT	PARKING, EQUESTRIAN	TRAILS			
GLENMORE PARK - EAST	RECREATION						MARINA
BOW RIVER	LINEAR						DOUGLASDALE TO MACKENZIE
QUEENSLAND CLIFF	LINEAR		TRAIL, PROTECTION				
GLENMORE PATHWAY	LINEAR	PATHWAY (HERITAGE PARK)					
WEASELHEAD	NATURAL	BRIDGE	TRAILS, SIGNAGE		INTERPRETATION		
4. CENTRE WEST AREA							
CLEARWATER PARK	RECREATION/ LINEAR			PROTECTION, SIGNAGE		ACQUISITION, TRAILS TO GLENMORE	PICNICKING
EDWORTHY PARK	NATURAL						REHABILITATION, ROADWAY PATHWAY
GLENMORE PARK - NORTH	RECREATION						
PEARCE ESTATE PARK	RECREATION						PICNICKING, FESTIVAL SITE
PRINCE'S ISLAND PARK	RECREATION	LAGOON WALL	PATHWAY	TURF, TREES			
RIVER PARK	RECREATION	IRRIGATION					
SANDY BEACH	RECREATION						BEACH IMPROVEMENTS
LINDSAY PARK	RECREATION				VOLLEYBALL		
STANLEY PARK	RECREATION		LIGHTING, SIGNAGE	TREES, TURF	TRAILS	PATHWAY	
TOMPKINS PARK	RECREATION	RENOVATIONS	RENOVATIONS				
ELBOW RIVER	LINEAR			PATHWAY (SEE RIVEREDGE)			RENOVATIONS
STRATHCONA	LINEAR					PATHWAY	
RIVEREDGE PARK	RECREATION			PATHWAY		PICNICKING	
BOW RIVER	NATURAL	MASTER PLAN	DOWNTOWN LANDSCAPING	REHABILITATION DOWNTOWN LANDSCAPING			
INGLEWOOD BIRD SANCTUARY	NATURAL	MASTER PLAN					

Table 2 · Parks/Recreation Facility Standards

FACILITY	DESCRIPTION OF SERVICE/FACILITY	CURRENT PROVISION (625,000)	LEVEL OF USE (Municipal Fac.)	RECOMMENDED POPULATION RATIO	RECOMMENDED TRAVEL DISTANCE	RECOMENDED OPERATIONAL EFFECTIVENESS	EVALUATION	5 YEAR REQ'T (1992) (Pop. 656,000)	LOCATION	10 YEAR (1998) (Pop. 695,300)	15 YEAR (2002) (Pop. 732,300)
ARENAS	Single or twin arenas located regionally. Arenas provide opportunities for competitive sports, speedskating, figure skating, learn to skate, etc. The facility is designed with change rooms, concession or restaurant, and administration.	45 Arenas: 17 Municipal; 17 community and 8 instit. Standard = 1:14,800	92% Prime time use and 50% non-prime – average of 81% use during available hrs. Recovery rates – Single Twin City: 38% 54% Comm.: 86% 97%	1:15,000	2 Km. radius for a single arena; 3 Km. for a twin.	90% use all hours; Revenue recovery of 60% single arenas and 75% twin arenas.	Cost recovery will be improved through twinning of arenas and increasing user fees in line with community run facilities as approved in the Arena Policy. Arena facility standards are currently exceeded, and will continue to be so with SWAS(2), and the U of C oval. Current catchment area deficiencies in the northeast and southeast sectors.	No additional facilities will be developed by the city in the next 5 years.	Standards are currently exceeded. Future provision will be by the city, community initiated and funded arena projects will be supported where identifiable distribution deficiencies exist.	1 new arena in the northeast. This may be a twin arena in consideration of future populations and operational efficiency.	3 Arenas in sectors or new growth, to include the northwest, southeast (McKenzie) and northeast in Saddleridge.
POOLS											
A) INDOOR	Pools located regionally and programmed to provide recreational, instruction, fitness, and competitive swimming opportunities. Pools may be 25 to 50 metres in length with a standard rectangular or freeform design, water play park. New pools may be designed to integrate indoor and outdoor pools within a park-like setting for year round use.	24 Pools: 15 City, 3 instit. & 6 quasi public (eg. YWCA, VRRI, Alta. Child. Hosp.) or 1:26,000	Recovery rates in: A) Standard Pool – 40% B) Std. Pool & Fitness Facility = 47% C) Leisure Pools = 86% D) Lindsay Park – 45%	Standard, 1:26,000	2 Km. radius; may be combined with other facilities. 3 Km. for Special Purposes.	Recommended Recovery A) Standard Pool – 50% B) Fitness Ctre & Pool – 60% C) Leisure Pool – 100% D) Lindsay Park – 65%	Population ratio standards are currently met. Revenue recovery projections must be met prior to new pool development in service deficient areas. New pools may be combined with other recreation facilities into a multi-purpose complex.	No additional standard facilities in next 5 years. Special purpose pools evaluated at time (Crowfoot).	When standards are met, new pools should be located in catchment area gaps, in south of Fish Creek and northeast.	2 new pools in the northeast and south of Fish Creek.	1 new pool in N.E. or south.
B) OUTDOOR	SWIMMING OPPORTUNITIES: This may include any opportunity for outdoor water activity such as outdoor pools, wading pools, water play parks, and swimming lakes such as Sikome Lake. Outdoor swimming facilities may offer opportunities for swim classes, lane swims, diving, play areas, decorative features (fountains). Facilities should be designed with a free form component, and may be integrated with indoor facilities and green areas.	1. Outdoor Pools: 9 outdoor pools at a standard of 1:70,000. 2. Swimming Lakes: 5 at Sundance, Bonaventure, Fish Creek, Midnapore, Bonavista. 3. Wading Pools: 2 facilities (Riley Park & Sikome Lake), at a standard of 1:310,000	Recovery rate of 20% Provide distribution natural, developed, or man-made on opportunity basis. No cost recovery as no fee charge at wading pools. Attendence is approximately 50,000 visits per year.	1:70,000 1:125,000 1 each quadrant of the city at a 5 km. radius	3.5 Km. radius	Recommended recovery of 25% Approximate number of visits in 1985 – 50,000.	Standards currently attained. Improved cost recovery required prior to new facility provision. New outdoor pools should be located in the North East and southwest. Two wading pools/recreation lakes are required to meet existing and future demand in the next five years.	An outdoor water feature is recommended for the northeast near the end of the 5 year planning period. The design of the facility is to be determined as part of the northeast park planning study.	Future outdoor swimming opportunities will emphasize development of recreation lakes, water parks and multi use wading pools, with possible integration with other major facilities. New pools should be located in catchment area deficiencies and should be a composite wading and deep swimming opportunity with play areas. Deficient areas include the northeast, Strathcona & the Edgemont/Hawkwood areas.	2 new outdoor swimming opportunities: 1 in Strathcona and another in the northwest.	1 new outdoor pool in the southwest, depending on growth direction. 1 new wading pool complex. Location to be determined by growth areas.
	PARKS/RECREATION WILL STUDY THE FEASIBILITY OF WATER FEATURE PARKS IN REPLACEMENT OF EXISTING POOLS (EG. STANLEY PARK) OR IN NEW DEVELOPMENTS (EG. N.E. REGIONAL PARK). WATER FEATURE PARKS MAY BE DESIGNED WITH WATER SLIDES, PLAY AREAS, FOUNTAINS, ETC., AND WILL BE FREE FORM DESIGN.										
HEALTH FITNESS CENTRES	Fitness centres will be integrated within a pool multipurpose recreation complex. It will serve to compliment the pool and will not be intended as direct competition to other nearby facilities. Fitness components may include aerobics, weight room, rowing & cycle machines and steam/sauna, hot tub, and whirlpool.	8 City facilities at a standard of 1:78,000. Includes: Village Square, Lindsay Pk., Southland, Sir Win. Churchill, Thornhill, Bob Bahan, Beltline, Renfrew.	Recovery in fitness centres combined with pools – 47%	Combined with pools on an opportunity basis as market identifies.	Based on individual feasibility studies.	The fitness centre component should recover 100% of its operational costs.	Where there is no private sector provision fitness centre additions will be made to indoor pools within the city. There are seven indoor pools without fitness centres. Due to cost, new facilities will be added over the next 15 year period to existing pools.	2 new facilities are recommended. Due to budget constraints, one centre will be delayed beyond the 5 year period.	Fitness centre additions and upgradings to be integrated with existing pools at Shouldice, Killarney, Foothills, Glenmore, Canyon Meadows.	2 new fitness facilities in existing pools.	3 fitness facilities in existing pools and 1 in new pools development.
GOLF COURSES	18 to 27 holes, and 60 to 80 hectares in area. Existing golf courses are a combination of municipal, semi private and private courses. Where possible they may be integrated into the community.	22 courses in total: 1:28,000 6 municipal courses (90 holes).	Level of use = 100% prime time on municipal courses. Recovery on 18 hole courses = 120%; 9 holes 107%.	1:30,000	City wide however equal geographic distribution will be encouraged.	Sustain current levels of use and increase recovery revenues.	Current provision of golf course is above the recommended standard. New courses should be developed where catchment area deficiencies exist, and should be developed by the private sector or the community. Provincial/municipal grant assistance may be used to encourage new golf course development when population standards are met.	Expansion of Maple Ridge Golf Course to 18 holes to meet service area need.	Golf courses currently proposed for development include McKenzie, Stoney Industrial and Arbor Lake.	1 new course for the northeast.	1 - 2 new golf courses in the northwest and north central areas.
MAJOR ATHLETIC PARKS	To provide high quality sports facilities including fields for softball, fastball, running, track and soccer. Fields will be class A, B, C, OR D standard of design and maintenance. In most cases athletic fields will be consolidated into an athletic park, 14 hectares or larger. Such parks may be combined with other multipurpose recreational facilities (eg. pool, fitness centre).	Type – Class – No. Soccer/Football – A – 3 B – 8 C – 16 D – 2 Softball/Baseball – A – 1 B – 9 C – 28 D – 3 Rugby – B – 1 C – 2 Field Hockey – B – 1 C – 2 A COMBINATION OF FIELDS INTO ATHLETIC PARKS IS ESTABLISHED AT A POPULATION RATIO OF 1:41,000 THERE ARE CURRENTLY 15 SUCH PARKS IN THE CITY.	Hrs. Used – Optimum – % 868 – 900 – 96 2312 – 2400 – 96 3143 – 4800 – 65 518 – 1200 – 43 363 – 500 – 72 3220 – 4500 – 71 5320 – 14000 – 38 563 – 1500 – 37 119 – 300 – 39 168 – 250 – 67 225 – 500 – 46	1:30,000 for 14 hectare athletic parks in new growth areas.	3 Km. radius. ALL FIELDS HAVE A CITY WIDE CATCHMENT AREA.	Optimum Usage (% available hours) 100 100 100 100 N.B.: Available hours takes into account turf maintenance and recovery time necessary for the grass cover.	A catchment area deficiency exists in the northwest. Class A and B fields are used nearly 100% of available hours. Demand will be addressed through development of the Soccer facility at the Southeast Foothills Industrial Athletic Park.	Completion of McCall Lake will address future demand for other sport groups with an interest in undertaking field development.	Completion of McCall Lake Activity Park, and the Southeast Industrial Athletic Park for soccer.	1 new athletic park. To be located in the northwest area of Calgary. Consider Mewata replacement if necessary.	1 new athletic park. This should be located in the southeast.
MULTI PURPOSE RECREATION FACILITIES	SUCH FACILITIES ARE COMPRISED OF A NUMBER OF RECREATION COMPONENTS SUCH AS THOSE LISTED ABOVE. THE NATURE AND EXTENT OF DEVELOPMENT IS DETERMINED BY STANDARDS WITHIN THIS TABLE. EXAMPLES OF A MULTI-PURPOSE FACILITY INCLUDE THE LEISURE CENTRES, LINDSAY PARK, GLENMORE PARK, ACADIA REC. CTRE., FAMILY LEISURE CTRE. THORNHILL, RENFREW AND FOOTHILLS. (STANDARDS FOR INDIVIDUAL COMPONENTS STILL PREVAIL).		There are currently 9 multipurpose recreation facilities in Calgary. Additional facilities may be developed where demand exists for a composite recreation facility. Private sector involvement may also be instrumental in determining locations for new facilities, and the city recognizes the potential use of CRC and City/Community grant programs to help fund those facilities for which there is immediate or near future demand.				The City does not propose to develop any new multipurpose facilities within the next 5 years. Developments may be advanced due to cooperative community involvements (Crowfoot Recreation).		Future facilities should be located in new areas of population growth. Development of individual facilities at various locations throughout the community without comprehensive planning will not be encouraged.	Potential locations include Strathcona.	
SPECIAL SPORT FACILITIES	THESE INCLUDE SPECIAL FACILITIES TO SUPPORT MAJOR OR SPECIALIZED SPORT ENDEAVORS. EXAMPLES INCLUDE THE OLYMPIC SPEEDSKATING OVAL, SADDLEDOME, CANADA OLYMPIC PARK, MCMAHON STADIUM, CANOE ROWING COURSE, CYCLING OVAL, LINDSAY PARK. EXAMPLES:		No current standard. Provision based on specialized need & public demand.	Not more than one facility per sport unless revenue generating, high demand or private interest. Feasibility studies for all special purpose facilities will be required on an individual basis. Facilities should be geographically distributed.	City wide attraction, although use is by a special group.	Cost recovery minimal except for intensively used facilities such as McMahon Stadium.	Development of special facilities is contingent upon budget availability and participation by private sector & other governments. Such facilities are normally provided under optimum economic conditions. Olympic facilities, currently under development are the only ones planned over the next 5 years. Additional facilities not required at the present time. Future provision to be the responsibility of user groups.		Future facilities should be developed by user groups. Existing facilities should be monitored to efficient use.		
	1) Equestrian Facilities: May include horse training, stables, dressage, cross country training, and informal riding areas.	S. Glenmore Park, Fish Creek, Sarcee Military Reserve & Spruce Meadows.	Primary weekend use for competition and recreational riding.		City Wide						
	2) Canoe/Rowing Course: To be designed for training and competition. To be designed with course layout, stands, storage and possibly a clubhouse as in Glenmore Park.	1 facility at Glenmore Park.	Used by the canoe/rowing club and for public programs.		City Wide		Existing facilities meet demand. Future provision to be facilitated by City through user groups.				
	3) BMX: Bicycle motocross track to include landscaped track area, competition gates and equipment, and parking, access and buffering from adjacent communities.	1:625,000; at Blackfoot Tr.	Club use for training and competition.		City Wide	Recovery governed by Social Recreation Lease policy when on City land.	Future sites to be developed by user groups. Sites within or near residential areas should be designed and used for practice sessions only. Major competitions should be held at locations within industrial areas (eg. Forest Lawn).	One competition & 2 recreation type facilities are required.	Competition level facility located at Forest Lawn, while recreation standard tracks should be located geographically. Monitor development based on public interest.	No additional BMX tracks.	One additional BMX track.
	4) Lawnbowling: To provide or facilitate the provision of recreation and competitive lawnbowling facilities.	7 facilities: 5 are club operated while 2 are City operated.	Club use for recreation and competition.		Located regionally although clubs operate city wide.	75% of available hours	Future sites to be developed by user groups. The Parks/Recreation Dept. may help facilitate use by providing parkland within areas of the city deficient in provision of lawnbowling.	No additional facilities are required in the next 5 years.	N/A	No additional facilities.	1 additional facility.
	5) Indoor Soccer: Rapid growth expected in the sport of indoor soccer within the next five years.	1 temporary facility in Lincoln Park.					Permanent location and facility presently being developed with cooperative involvement of the user groups at Southeast Industrial Athletic Park.				
	6) Skateboarding: To provide or facilitate the provision of skateboarding facilities.	1 City and Community provision.			One per quadrant of the city.		Future skateboard sites are to be developed with community or interest group involvement. Encourage development in conjunction with existing facilities.	New sites to be developed in the next five years.	Locations to be developed in each of the four quadrants of the city. Facilitate interest and user group involvement in operations.		
	7) Racquet Sports: The provision of opportunities for racquetball, squash or indoor tennis.	Offered primarily by the private sector or in conjunction with existing City facilities.	Both private and public availability. Recreational and competitive play.				Present level of availability of courts, particularly racquetball and squash appears to meet or exceed the demand. Conversion of courts for economic effectiveness will be considered based on need and feasibility studies.				
	8) Other: Special sport facilities exist for the sports of horseshoes, archery, cricket, rifle shooting, etc. These or other facilities may be developed on the initiative of special interest groups (eg: River Training Site).										

	SUCH FACILITIES ARE COMPRISED OF A NUMBER OF RECREATION COMPONENTS SUCH AS THOSE LISTED ABOVE. THE NATURE AND EXTENT OF DEVELOPMENT IS DETERMINED BY STANDARDS WITHIN THIS TABLE. EXAMPLES OF A MULTI-PURPOSE FACILITY INCLUDE THE LEISURE CENTRES, LINDSAY PARK, GLENMORE PARK, ACADIA REC. CTRE., FAMILY LEISURE CTRE, THORNHILL, RENFREW AND FOOTHILLS. (STANDARDS FOR INDIVIDUAL COMPONENTS STILL PREVAIL).		There are currently 9 multipurpose recreation facilities in Calgary. Additional facilities may be developed where demand exists for a composite recreation facility. Private sector involvement may also be instrumental in determining locations for new facilities, and the city recognizes the potential use of CRC and City/Community grant programs to help fund those facilities for which there is immediate or near future demand.				The City does not propose to develop any new multi-purpose facilities within the next 5 years. Developments may be advanced due to cooperative community involvements (Crowfoot Recreation).		Future facilities should be located in new areas of population growth. Development of individual facilities at various locations throughout the community without comprehensive planning will not be encouraged.	Potential locations include Strathcona.	
SPECIAL SPORT FACILITIES											
	THESE INCLUDE SPECIAL FACILITIES TO SUPPORT MAJOR OR SPECIALIZED SPORT ENDEAVORS. EXAMPLES INCLUDE THE OLYMPIC SPEEDSKATING OVAL, SADDLEDOME, CANADA OLYMPIC PARK, MCMAHON STADIUM, CANOE ROWING COURSE, CYCLING OVAL, LINDSAY PARK.		No current standard. Provision based on specialized need & public demand.	Not more than one facility per sport unless revenue generating, high demand or private interest. Feasibility studies for all special purpose facilities will be required on an individual basis. Facilities should be geographically distributed.	City wide attraction, although use is by a special group.	Cost recovery minimal except for intensively used facilities such as McMahon Stadium.	Development of special facilities is contingent upon budget availability and participation by private sector & other governments. Such facilities are normally provided under optimum economic conditions. Olympic facilities, currently under development are the only ones planned over the next 5 years. Additional facilities not required at the present time. Future provision to be the responsibility of user groups.		Future facilities should be developed by user groups. Existing facilities should be monitored to efficient use.		
	EXAMPLES:										
	1) Equestrian Facilities: May include horse training, stables, dressage, cross country training, and informal riding areas.	S. Glenmore Park, Fish Creek, Sarcee Military Reserve & Spruce Meadows.	Primary weekend use for competition and recreational riding.		City Wide						
	2) Canoe/Rowing Course: To be designed for training and competition. To be designed with course layout, stands, storage and possibly a clubhouse as in Glenmore Park.	1 facility at Glenmore Park.	Used by the canoe/rowing club and for public programs.		City Wide		Existing facilities meet demand. Future provision to be facilitated by City through user groups.				
	3) BMX: Bicycle motocross track to include landscaped track area, competition gates and equipment, and parking, access and buffering from adjacent communities.	1:625,000: at Blackfoot T·.	Club use for training and competition.		City Wide	Recovery governed by Social Recreation Lease policy when on City land.	Future sites to be developed by user groups. Sites within or near residential areas should be designed and used for practice sessions only. Major competitions should be held at locations within industrial areas (eg. Forest Lawn).	One competition & 2 recreation type facilities are required.	Competition level facility located at Forest Lawn, while recreation standard tracks should be located geographically. Monitor development based on public interest.	No additional BMX tracks	One additional BMX track.
	4) Lawnbowling: To provide or facilitate the provision of recreation and competitive lawnbowling facilities.	7 facilities: 5 are club operated while 2 are City operated.	Club use for recreation and competition.		Located regionally although clubs operate city wide.	75% of available hours.	Future sites to be developed by user groups. The Parks/Recreation Dept. may help facilitate use by providing parkland within areas of the city deficient in provision of lawnbowling.	No additional facilities are required in the next 5 years.	N/A	No additional facilities	1 additional facility
	5) Indoor Soccer: Rapid growth expected in the sport of indoor soccer within the next five years.	1 temporary facility in Lincoln Park.					Permanent location and facility presently being developed with cooperative involvement of the user groups at Southeast Industrial Athletic Park.				
	6) Skateboarding: To provide or facilitate the provision of skateboarding facilities.	1 City and Community provision.			One per quadrant of the city.		Future skateboard sites are to be developed with community or interest group involvement. Encourage development in conjunction with existing facilities.	New sites to be developed in the next five years.	Locations to be developed in each of the four quadrants of the city. Facilitate interest and user group involvement in operations.		
	7) Racquet Sports: The provision of opportunities for racquetball, squash or indoor tennis.	Offered primarily by the private sector or in conjunction with existing City facilities.	Both private and public availability. Recreational and competitive play.				Present level of availability of courts, particularly racquetball and squash appears to meet or exceed the demand. Conversion of courts for economic effectiveness will be considered based on need and feasibility studies.				
	8) Other: Special sport facilities exist for the sports of horseshoes, archery, cricket, rifle shooting, etc. These or other facilities may be developed on the initiative of special interest groups (eg. River Training Site).										
COMMUNITY FACILITIES: TO BE DEVELOPED ON COMMUNITY JOINT USE SITES FOR POPULATIONS OF 10,000 to 15,000.											
	JOINT USE SITE CONCEPT: Joint use sites provide the main focal point for community school and open space provision. There are 3 JUS per community, being comprised of 2 elementary and one public junior high school. One in every 3 community clusters will contain an enlarged community site. Approximately 65% of each site is to be used for passive and active recreation opportunities. This applies to new subdivisions. JUS site design must be flexible to community needs as well as to changing recreation trends. Although the following guidelines are recommended, a final design program should be determined at the development stage by the landscape architect in consultation with policies and recreation trends.										
TENNIS COURTS	For economic efficiency, recommend four asphalt courts be located at each site. Annual maintenance is required to ensure proper net condition, court surface condition & landscaping around the perimeter. City courts are available to the public 100% of the time, while CRC funded community courts must be available 50% of the time.	209 courts at a standard of 1:3000.	Currently under assessment & survey.	1 set of 4 courts per population of 12,000.	1.5 Km. Radius	90% prime time use (from 5 pm - 8:30 pm weekdays & afternoons on weekends)	To be designed and developed as part of the subdivision planning process. The City will encourage communities to develop their own courts using the CRC and City Community grant programs.	10 new courts to be located in the northeast and north central.	Future court development should be located in areas of catchment area deficiency, such as Beddington and the Properties.	12 new courts, to be located in the northwest and west (Strathcona).	12 new courts required, to be located in communities south of Fish Crk. and the southeast.
BASEBALL SOFTBALL	Regulation size fields to be located on JUS for school use and city league play. Field size and number to be determined during design stage through consultation by the Joint Use Subcommittee based on age group demands.	Approximately 6 fields/community in new subdivision areas.	80% use during prime booking times.	6 fields per community of 12,000 - 15,000 population.	1.5 Km radius	80% use during prime booking hours.	Current standards indicate that there are approximately 280 ball fields within existing communities. Future ballfield needs will be met in the subdivision planning process by the Site Planning Team.	14 new fields in new communities.	To be located in areas of new community growth.	16 new community ball fields	16 new community ball fields
SOCCER	Regulation size fields to be located on JUS for school and league play. Field size and demand to be determined during the design stage through consultation by the Joint Use Subcommittee.	3 major fields per community, with overlap of 2 minor fields.	80% level of use as determined in Bookings and demand analysis.	3 major fields per community of 12,000 - 15,000, or 1 major field on each JUS in the community.	1.5 Km radius	80% booked use during prime booking hours (ie evenings & weekends).	Current provision of approximately 155 standard (full size) soccer fields. Additional fields within the community will be designed at the subdivision planning stage by the Site Planning Team.	6 new major soccer fields	To be located in areas of new community growth.	8 new community soccer fields	8 new community soccer fields
OUTDOOR RINKS	To provide outdoor hockey and skating opportunities within the community. This facility is to be managed and maintained by the community with minimal assistance from the City.	Approximately 180 outdoor rinks in Calgary.	To be maintained by the community through the Adopt-a-Rink volunteer program.	1:3,500 to be monitored.	Neighborhood, .5 Km radius	Level of use to be monitored	The level of use of outdoor rinks will be monitored in consultation with the community sponsoring the Adopt-a-Rink program. Where use is not sufficient, the program within a specific neighborhood may be dropped.	8 new outdoor rinks to be developed through the Adopt-a-Rink program.	To be determined by community interest and participation in the Adopt-A-Rink program.	10 new community outdoor rinks	11 new community outdoor rinks
OUTDOOR TRACKS	To provide for competitive track and field opportunities. Tracks should be of two types: 1) all-weather tracks for major competitions, 2) shale tracks for local and regional competitions. These facilities may be integrated with a high school facility. 3) turf jogging tracks locally within each community.	1:310,00 all weather at Foothills & Glenmore. 1:310,000 shale at Central Memorial and Mowata.	100% during peak hours	1:310,000 for all weather tracks, 1:150,000 for shale tracks.	City wide for all weather tracks & per quadrant for shale tracks.	80% of available hours.	2 outdoor shale tracks are required to meet 5 year needs. These should be located in conjunction with regional high school sites. Turf jogging tracks to be incorporated in local school sites for practice purposes and into community sites.	2 shale tracks	To be located in the north east and south west.	No additional facilities	No additional facilities
CULTURAL ARTS FACILITIES											
PERFORMANCE THEATRES	Multipurpose facilities to provide opportunities for dance, drama, film, opera, recitals, lectures, etc. Theatres should be designed with stage, dressing rooms, light and sound equipment, orchestra pit, etc. It is recognized that each facility may be different in purpose and function thereby requiring special design and equipment.	32 theatres at a standard of 1:20,000	N/A	Provided by voluntary, private & institution sector.	City wide attraction for performances.	Level of use determined by facility management.	Performance theatres are provided by private groups, institutions or societies. The Parks/Recreation Dept. will work towards facilitating such facilities where there is an identified need.	Determined by private and voluntary sectors.	Determined by private and voluntary sectors.	Private and voluntary sector	Private and voluntary sector
VISUAL ART CENTRE	To provide a local focus to the arts community, providing for exhibits, workshop space, offices, educational classes and a resource centre.	No facility	N/A	1:650,000	City wide	Cost recovery operation for arts users.	A visual art centre is required as a focal point to the arts cultural community Calgary. This facility may be built prior to 1990 using CRC funding providing eligibility is demonstrated.	1 major facility	To be located centrally, either in or near the downtown core. May also be located in conjunction with education institutions.		
FESTIVAL SITES	To facilitate musical and theatrical performances in city wide parks. Sites should be designed with a stage, bandshell and necessary technical support equipement.	2 at Prince's Island and Riley Park.	100% weekend afternoon use during summer season.	Success of facility is to be monitored.	City wide attraction	No cost recovery	The success of the new bandshells will be monitored with a view to additional facilities in the future in city wide parks.	Olympic Plaza site to open 1987. Canada Olympic Park possible site.		No additional facilities	No additional facilities
ART CENTRES	Located on a regional basis to provide opportunities for arts and crafts, ceramics, dance, painting, stage, theatre and nature study. Art centres may be leased out to interest groups to operate for cost efficiency.	4 facilities: a standard of 1:180,000. At Wildflower, N. Mt. Pleasant, and two Leisure centres.	Recovery rate in city art centres is 31%.	1:75,000	3.5 Km. radius.	Recovery rate of 50%.	New art centres will be developed once the recommended level of use is attained. Future facilities should be integrated with multipurpose recreation facilities, or community centres. Community groups should be encouraged to develop art centres using CRC and city grant support.	No new facilities are required until recommended use & recovery rates are achieved.		1 new art centre	1 new art centre

Table 3 · Leisure Programs · Base Service Model



NEIGHBORHOOD
3,000-5,000 People
COMMUNITY
12,000-15,000 People
DISTRICT
Approx 45,000 People
REGIONAL
Quadrant (e.g. N.E.)
CITY-WIDE
RESPONSIBILITY
(PRIMARY , SECONDARY, TERTIARY PROVIDERS)
PRE-SCHOOL
0 Yr.
5
CHILDREN
6
12
YOUTH
13
17
ADULTS
18
SENIORS

PRE-SCHOOL (0 Yr. – 5)

P-1 DEVELOPMENTAL PLAY PROGRAMS
6 MONTHS - 5 YEARS

P-2 SUMMER + HOLIDAY PROGRAMS
2 - 5 YEARS

OBSERVATION NURSERIES - PARENT GROUPS
PARKS/RECREATION
CHURCHES
YWCA, YMCA, U OF C, MRC
  ECS
  DAYCARES
  SOCIAL SERVICES
    PARKS/RECREATION
    SOCIAL SERVICES

CHILDREN (6 – 12)

C-1 LUNCH AND AFTER SCHOOL PROGRAMS
- emphasis on active sport, fitness and arts

C-2 LEISURE EDUCATION
- through school system & pot pourri programs - introduction to lifetime recreational activities & skills

C-3 LEAGUE SPORTS
- opportunity for at least three different sports

C-4 HOLIDAY & SUMMER POT POURRI PROGRAMS
- introduction to lifetime recreational activities and skills
  - leisure education emphasis

C-5 PROGRESSION PROGRAMS - LIFETIME SKILL DEVELOPMENT PROGRAMS (PHYSICAL RECREATION, ARTS, OUTDOOR SKILLS)

SCHOOLS
CHURCHES
NATIONAL ASSOCATIONS
PARKS/RECREATION
COMMUNITY ASSOCIATIONS
COMMUNITY SCHOOLS
BOYS AND GIRLS CLUBS
U OF C
YWCA, YMCA
  SPORT ORGANIZATIONS
  MRC
  PRIVATE ENTERPRISE
    PARKS/RECREATION
    SPORT ORGANIZATIONS

YOUTH (13 – 17)

Y-1 DROP-IN SOCIAL/RECREATION OPPORTUNITIES

Y-2 EMPHASIS ON LIFE TIME SKILLS AND LEISURE EDUCATION/ LEISURE COUNSELLING

Y-3 LEADERSHIP TRAINING

Y-4 DROP-IN SOCIAL/RECREATION OPPORTUNITIES

YA-1 HIGH ADVENTURE CHALLENGING OUTDOOR PURSUITS

PRIVATE ENTERPRISE
CHURCHES
SCHOOLS
NATIONAL ASSOCIATIONS
COMMUNITY ASSOCIATIONS
BOYS AND GIRLS CLUBS
  PARKS/RECREATION
  SPORT ORGANIZATIONS
  YWCA, YMCA
  U OF C , MRC, SAIT
    PARKS/RECREATION

ADULTS (18)

A-4 ADULT SPORT LEAGUES

A-2 DEVELOPMENT - (PHYSICAL, ARTS/CULTURE, OUTDOORS)
INTRODUCTORY —— INTERMEDIATE —— ADVANCED

A-1 COMMUNITY FITNESS (SOCIAL) PROGRAMS

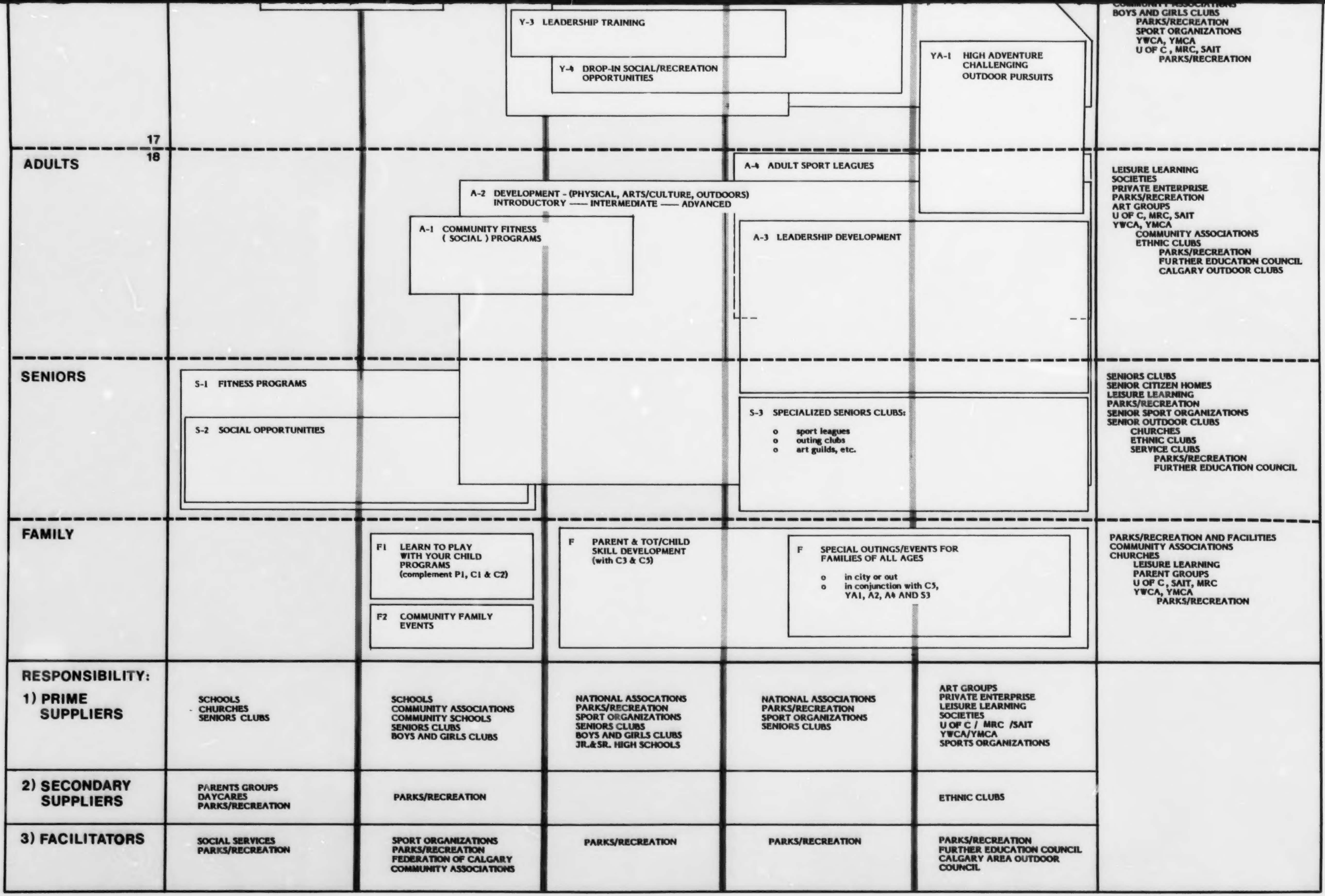
A-3 LEADERSHIP DEVELOPMENT

LEISURE LEARNING
SOCIETIES
PRIVATE ENTERPRISE
PARKS/RECREATION
ART GROUPS
U OF C, MRC, SAIT
YWCA, YMCA
  COMMUNITY ASSOCIATIONS
  ETHNIC CLUBS
    PARKS/RECREATION
    FURTHER EDUCATION COUNCIL
    CALGARY OUTDOOR CLUBS

SENIORS

S-1 FITNESS PROGRAMS

SENIORS CLUBS
SENIOR CITIZEN HOMES
LEISURE LEARNING
PARKS/RECREATION
SENIOR SPORT ORGANIZATIONS
COMMUNITY ASSOCIATIONS
BOYS AND GIRLS CLUBS



Y-3 LEADERSHIP TRAINING

Y-4 DROP-IN SOCIAL/RECREATION OPPORTUNITIES

YA-1 HIGH ADVENTURE CHALLENGING OUTDOOR PURSUITS

COMMUNITY ASSOCIATIONS
BOYS AND GIRLS CLUBS
PARKS/RECREATION
SPORT ORGANIZATIONS
YWCA, YMCA
U OF C, MRC, SAIT
PARKS/RECREATION

17
18

ADULTS

A-4 ADULT SPORT LEAGUES

A-2 DEVELOPMENT - (PHYSICAL, ARTS/CULTURE, OUTDOORS)
INTRODUCTORY —— INTERMEDIATE —— ADVANCED

A-1 COMMUNITY FITNESS (SOCIAL) PROGRAMS

A-3 LEADERSHIP DEVELOPMENT

LEISURE LEARNING
SOCIETIES
PRIVATE ENTERPRISE
PARKS/RECREATION
ART GROUPS
U OF C, MRC, SAIT
YWCA, YMCA
COMMUNITY ASSOCIATIONS
ETHNIC CLUBS
PARKS/RECREATION
FURTHER EDUCATION COUNCIL
CALGARY OUTDOOR CLUBS

SENIORS

S-1 FITNESS PROGRAMS

S-2 SOCIAL OPPORTUNITIES

S-3 SPECIALIZED SENIORS CLUBS:
- sport leagues
- outing clubs
- art guilds, etc.

SENIORS CLUBS
SENIOR CITIZEN HOMES
LEISURE LEARNING
PARKS/RECREATION
SENIOR SPORT ORGANIZATIONS
SENIOR OUTDOOR CLUBS
CHURCHES
ETHNIC CLUBS
SERVICE CLUBS
PARKS/RECREATION
FURTHER EDUCATION COUNCIL

FAMILY

F1 LEARN TO PLAY WITH YOUR CHILD PROGRAMS (complement P1, C1 & C2)

F2 COMMUNITY FAMILY EVENTS

F PARENT & TOT/CHILD SKILL DEVELOPMENT (with C3 & C5)

F SPECIAL OUTINGS/EVENTS FOR FAMILIES OF ALL AGES
- in city or out
- in conjunction with C5, YA1, A2, A4 AND S3

PARKS/RECREATION AND FACILITIES
COMMUNITY ASSOCIATIONS
CHURCHES
LEISURE LEARNING
PARENT GROUPS
U OF C, SAIT, MRC
YWCA, YMCA
PARKS/RECREATION

RESPONSIBILITY:					
1) PRIME SUPPLIERS	SCHOOLS CHURCHES SENIORS CLUBS	SCHOOLS COMMUNITY ASSOCIATIONS COMMUNITY SCHOOLS SENIORS CLUBS BOYS AND GIRLS CLUBS	NATIONAL ASSOCIATIONS PARKS/RECREATION SPORT ORGANIZATIONS SENIORS CLUBS BOYS AND GIRLS CLUBS JR.&SR. HIGH SCHOOLS	NATIONAL ASSOCIATIONS PARKS/RECREATION SPORT ORGANIZATIONS SENIORS CLUBS	ART GROUPS PRIVATE ENTERPRISE LEISURE LEARNING SOCIETIES U OF C / MRC /SAIT YWCA/YMCA SPORTS ORGANIZATIONS
2) SECONDARY SUPPLIERS	PARENTS GROUPS DAYCARES PARKS/RECREATION	PARKS/RECREATION			ETHNIC CLUBS
3) FACILITATORS	SOCIAL SERVICES PARKS/RECREATION	SPORT ORGANIZATIONS PARKS/RECREATION FEDERATION OF CALGARY COMMUNITY ASSOCIATIONS	PARKS/RECREATION	PARKS/RECREATION	PARKS/RECREATION FURTHER EDUCATION COUNCIL CALGARY AREA OUTDOOR COUNCIL

* FOR A MORE DETAILED VERSION, DESCRIBING A MORE COMPLETE RANGE OF SERVICES, SEE CALGARY PARKS & RECREATION , LIFECYCLE LEISUE: AN INVENTORY OF INTERSTS AND STRATEGIES FOR ALL AGES, AVAILABLE THROUGH THE PLANNING SECTION, CALL 268-4760.

Calgary Parks & Recreation - 5 year Capital Budget 1988 - 1992

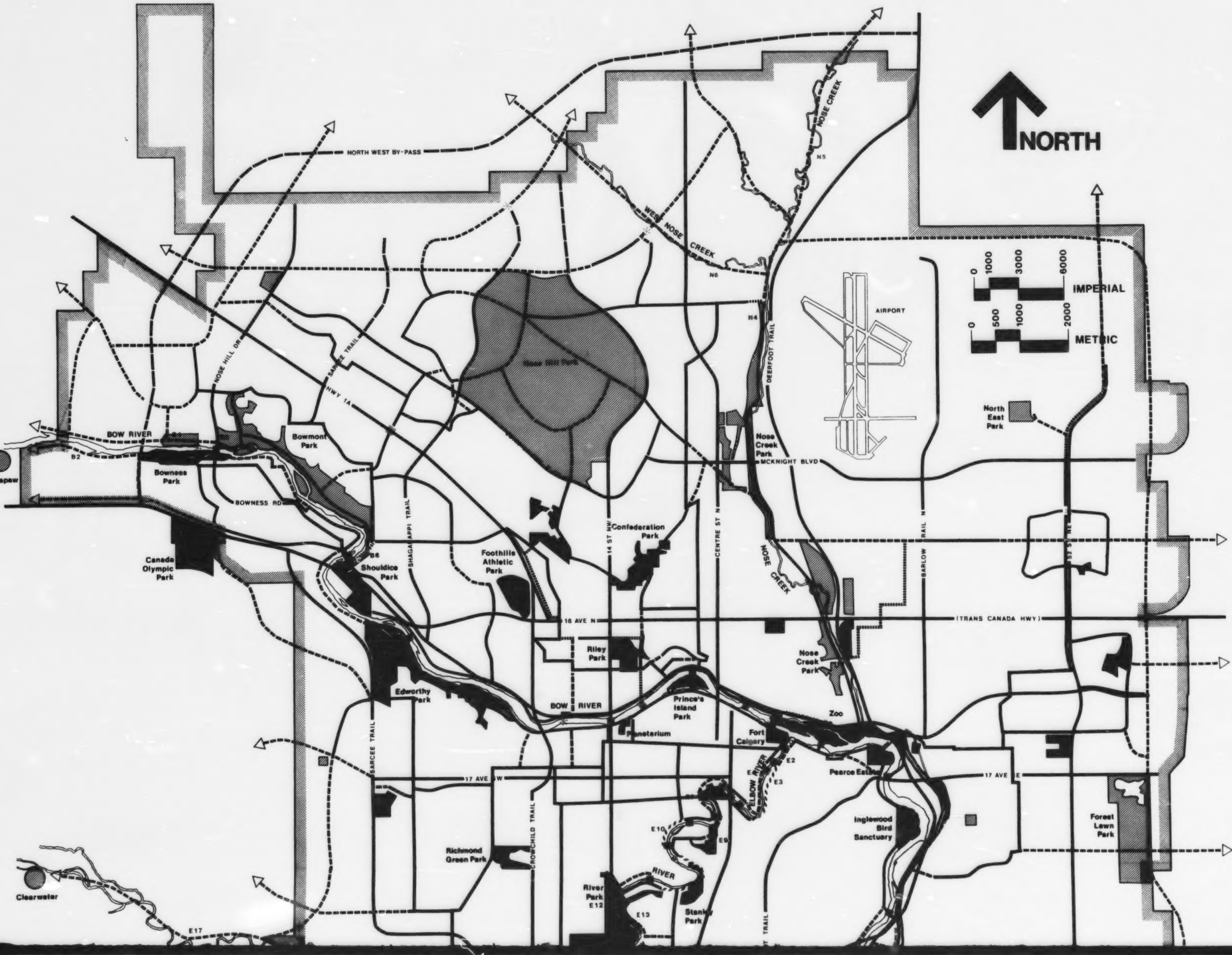
Schedule 2

Attachment D (88-03-14)

PROGRAM	PRIORITY/CLASSIFICATION	1988	1989	1990	1991	1992	TOTAL	PROJECTS
500 MAJOR PARKS	LEVEL 1	1,405	1,085	1,015	800	85	4,390	N.E. REGIONAL RECREATION PARK
	LEVEL 3	568	375	300	300	200	1,743	STANLEY/PRINCE'S ISLAND IRRIGATION REPLACEMENT
	LEVEL 6	0	0	0	0	256	256	
	LEVEL 6	80	150	350	500	294	1,374	DOUGLASDALE, GLENMORE, STANLEY PARK, NOSE CREEK,
	LEVEL 7	0	50	430	475	150	1,105	EAST CALGARY, BAKER CENTRE PLAN IMPLEMENTATION
	SUBTOTAL MAJOR PARKS	2,053	1,660	2,095	2,075	985	8,868	
501 COMMUNITY PARKS	LEVEL 1	353	675	670	500	600	2,798	COMMUNITY PARK DEVELOPMENT IN DEVELOPING NEW
	LEVEL 3	320	375	410	375	375	1,855	COMMUNITIES
	LEVEL 5	320	300	300	300	300	1,520	TENNIS COURT, CAPITAL REPLACEMENT, RENEW PROGRAM
	LEVEL 6	173	100	100	100	100	573	URBAN FORESTRY (TREE PLANTING ETC.)
	SUBTOTAL COMMUNITY PARKS	1,166	1,450	1,480	1,275	1,375	6,746	
502 COMMUNITY SERVICE BUILDINGS	LEVEL 1	500	500	0	0	0	1,000	CROWFOOT RECREATION CENTRE,
	LEVEL 5	0	300	200	0	0	500	SERVICING AT MCCALL LAKE
	LEVEL 8	0	0	0	0	40	40	TENNIS COURT DEVELOPMENT
	SUBTOTAL COMM. SERVICE BUILDINGS	500	800	200	0	40	1,540	
503 PATHWAY	LEVEL 1	32	30	30	30	0	122	SIGNAGE, UPKEEP
	LEVEL 2	199	40	55	40	190	524	WEST BOWMONT
	LEVEL 3	0	100	100	100	100	400	
	LEVEL 6	108	0	100	130	200	538	NOSE CREEK EXTENSIONS, STANLEY PARK RECONSTRUCTIONS,
	LEVEL 7	622	420	180	100	100	1,422	CPR BOWNESS BRIDGE, REST STOP DEVELOPMENT &
	SUBTOTAL PATHWAYS	961	590	465	400	590	3,006	PATHWAY REDEVELOPMENT
504 CEMETERIES	LEVEL 1	150	150	100	100	100	600	LAND PREPARATION FOR BURIAL & LANDSCAPING
	SUBTOTAL CEMETERIES	150	150	100	100	100	600	
505 GOLF COURSES	LEVEL 3	189	175	150	150	250	914	CONFEDERATION & MCCALL LAKE CAPITAL REPLACEMENT
	LEVEL 6	157	0	0	0	0	157	SHAGANAPPI REDESIGN & PLANTING
	LEVEL 7	300	2,580	0	0	0	2,880	MAPLE RIDGE EXPANSION & GENERAL UPGRADE
	LEVEL 7	0	175	150	150	250	725	GENERAL UPGRADE
	SUBTOTAL GOLF COURSES	646	2,930	300	300	500	4,676	
506 HERITAGE PARK	LEVEL 3	92	138	62	15	0	307	CAPITAL INFRASTRUCTURE & EQUIPMENT
	LEVEL 4	101	435	85	25	350	996	REPLACEMENT, SECURITY UPGRADE, SHOP UPGRADING
	LEVEL 6	15	4,000	0	0	200	4,215	MAINTENANCE SHOP CONSTRUCTION
	LEVEL 7	0	75	265	275	50	665	WAREHOUSE EXPANSION
	LEVEL 8	50	240	3,810	550	0	4,650	NEW DEVELOPMENT, STREETCAR LOOP, NATURE TRAIL, FRONT GATE
	SUBTOTAL HERITAGE PARK	258	4,888	4,222	865	600	10,833	
507 NATURAL AREAS	LEVEL 6	115	0	250	250	0	615	NOSE HILL PARKING & ACCESS
	LEVEL 7	58	365	100	200	200	923	WEASELHEAD, INGLEWOOD E.R. MANAGEMENT
	SUBTOTAL NATURAL AREAS	173	365	350	450	200	1,538	
508 DOWNTOWN PARKS	LEVEL 1	0	0	1,530	0	0	1,530	JAMES SHORT PARK DEVELOPMENT
	LEVEL 3	33	90	90	90	90	393	DEVONIAN GARDENS AND RIVERBANK TREES
	LEVEL 5	0	25	25	25	25	100	
	LEVEL 6	84	309	175	0	0	568	RIVERBANK BEAUTIFICATION (DOWNTOWN)
	LEVEL 7	30	285	0	40	40	395	GREYHOUND, SIMMONS BUILDING, RICHFIELD SITE
	SUBTOTAL DOWNTOWN PARKS	147	709	1,820	155	155	2,986	
509 DEPOTS	LEVEL 2	497	0	0	0	0	497	S. GLENMORE DEPOT
	LEVEL 3	0	0	0	200	200	400	GENERAL REPAIR & REPLACEMENT
	LEVEL 6	0	0	0	0	169	169	
	LEVEL 6	110	500	200	1,000	331	2,141	FIREHALL REPLACEMENT, STANLEY PARK EAST AREA, DOWNTOWN & SACRAMENTO
	SUBTOTAL DEPOTS	607	500	200	1,200	700	3,207	
510 ZOO	LEVEL 1	0	50	0	0	0	50	
	LEVEL 6	0	225	225	225	225	900	
	LEVEL 6	0	1,775	1,775	1,775	1,775	7,100	NORTH AMERICAN EXHIBIT AND BUILDING

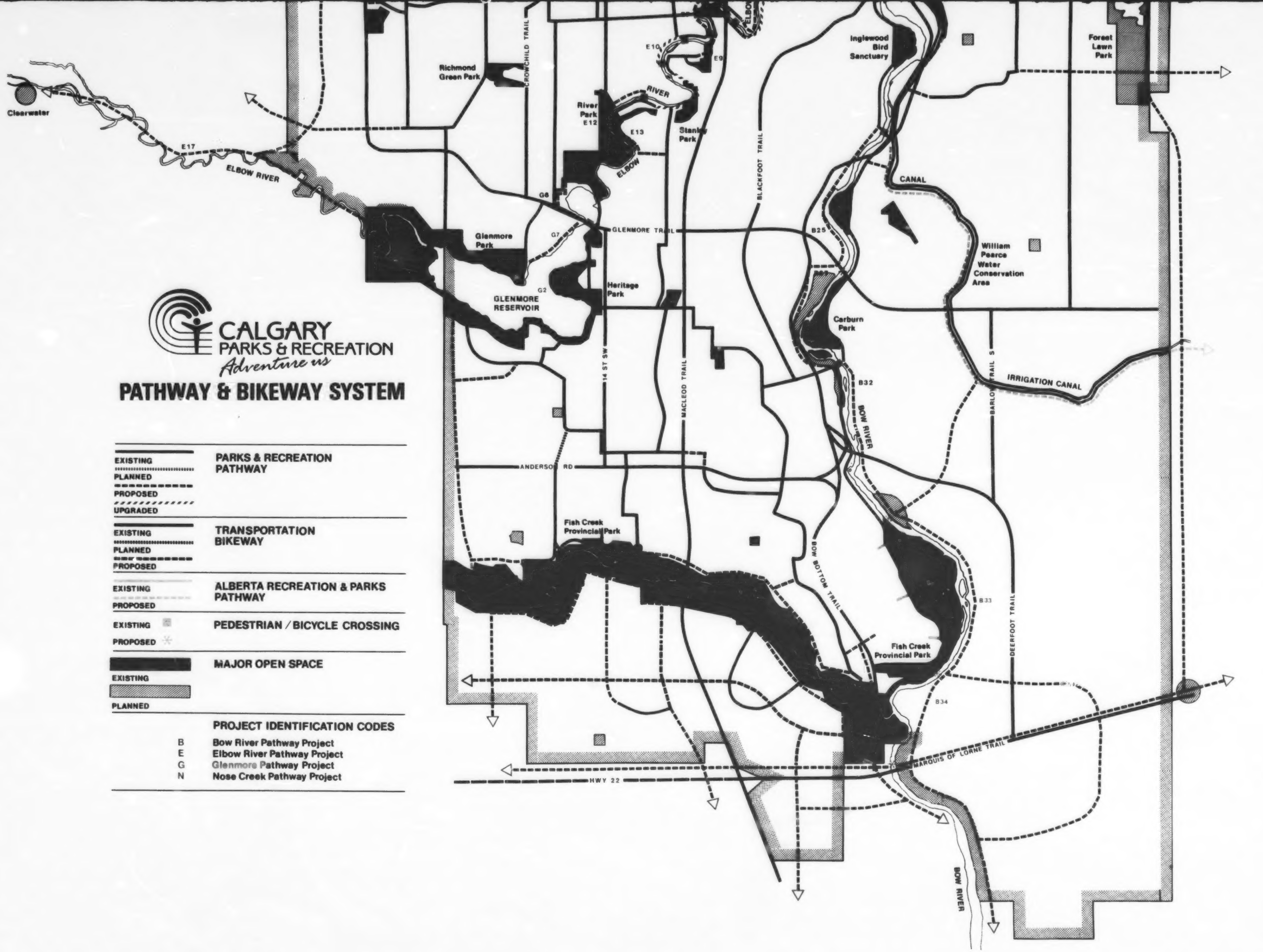
509 DEPOTS	LEVEL 2	497	0	0	0	0	497	S. GLENMORE DEPOT
	LEVEL 3	0	0	0	200	200	400	GENERAL REPAIR & REPLACEMENT
	LEVEL 6	0	0	0	0	169	169	
	LEVEL 6	110	500	200	1,000	331	2,141	FIREHALL REPLACEMENT, STANLEY PARK EAST AREA, DOWNTOWN & SACRAMENTO
	SUBTOTAL DEPOTS	607	500	200	1,200	700	3,207	
510 ZOO	LEVEL 1	0	50	0	0	0	50	
	LEVEL 6	0	225	225	225	225	900	
	LEVEL 6	0	1,775	1,775	1,775	1,775	7,100	NORTH AMERICAN EXHIBIT AND BUILDING
	SUBTOTAL ZOO	0	2,050	2,000	2,000	2,000	8,050	
511 PLANETARIUM	LEVEL 1	17	0	0	0	0	17	EQUIPMENT & INFRASTRUCTURE
	LEVEL 3	91	156	145	116	128	636	REPLACEMENT
	LEVEL 4	0	0	0	35	0	35	
	LEVEL 7	0	0	240	0	0	240	GROWTH AND SYSTEM UPGRADE
	SUBTOTAL PLANETARIUM	108	156	385	151	128	928	
512 FORT CALGARY	LEVEL 3	0	0	0	30	0	30	PROTECTION OF INFRASTRUCTURE (HUNT HOUSE)
	LEVEL 6	25	0	0	0	0	25	
	LEVEL 7	71	193	153	3	0	420	LANDSCAPING VISUAL ENHANCEMENT
	LEVEL 8	0	355	0	0	0	355	VIEWING TOWER, STABLES
	SUBTOTAL FORT CALGARY	96	548	153	33	0	830	
514 LINDSAY PARK	LEVEL 3	0	0	0	225	0	225	RUNNING TRACK REPLACEMENT AND UPGRADE
	LEVEL 7	50	100	0	0	0	150	SEPARATION OF TRACK AND CONCOURSE
	LEVEL 8	0	850	850	0	300	2,000	PHYSIOTHERAPY CENTRE
	SUBTOTAL LINDSAY PARK	50	950	850	225	300	2,375	
515 LAND ACQUISITION	LEVEL 6	2,000	2,000	2,000	2,000	2,000	10,000	MAINTAIN LAND BASE TO SERVICE GROWTH,
	SUBTOTAL LAND ACQUISITION	2,000	2,000	2,000	2,000	2,000	10,000	FACILITY UPGRADING
516 MISCELLANEOUS CAPITAL	LEVEL 1	0	6	0	0	0	6	EQUIPMENT REPLACEMENT,
	LEVEL 3	104	156	201	201	201	863	(SAIL BOATS)
	LEVEL 6	0	200	0	200	0	400	AREA OFFICE EXPANSION
	LEVEL 7	0	137	50	20	20	227	
	SUBTOTAL MISC CAPITAL	104	499	251	421	221	1,496	
517 ARENAS	LEVEL 1	10	0	20	0	0	30	ALARM SYSTEMS
	LEVEL 3	468	285	401	30	355	1,539	RINK BOARD REPLACEMENT
	LEVEL 4	60	315	79	505	177	1,136	ROOF REPAIRS
	LEVEL 7	30	0	0	0	0	30	EQUIPMENT REPLACEMENT
	SUBTOTAL ARENAS	568	600	500	535	532	2,735	
518 POOLS	LEVEL 3	1,687	830	212	419	280	3,428	EQUIPMENT REPLACEMENT (BOILERS, FILTERS,
	LEVEL 4	0	35	445	40	0	520	LOCKERS)
	LEVEL 7	0	574	110	500	1,025	2,209	FITNESS ADDITIONS, TILING
	LEVEL 8	0	12	135	0	170	317	
	SUBTOTAL POOLS	1,687	1,451	902	959	1,475	6,474	
519 LEISURE CENTRES	LEVEL 3	401	216	75	72	220	984	CAPITAL REPLACEMENT
	LEVEL 4	22	30	200	0	0	252	NEW WATER TREATMENT
	LEVEL 6	43	0	0	0	0	43	RENOVATIONS AND
	LEVEL 7	96	63	215	214	161	749	NEW ATTRACTIONS
	LEVEL 8	0	150	0	0	40	190	
	SUBTOTAL LEISURE CENTRES	562	459	490	286	421	2,218	
527 ATHLETIC FIELDS	LEVEL 1	525	200	50	0	0	775	RENOVATIONS, IRRIGATION
	LEVEL 3	315	456	410	162	232	1,575	REPLACEMENT, RESURFACING
	LEVEL 5	0	10	0	0	0	10	
	LEVEL 7	15	254	140	388	268	1,065	BLEACHER & FIELDHOUSE ADDITIONS
	SUBTOTAL ATHLETIC FIELDS	855	920	600	550	500	3,425	
	TOTAL CALGARY PARKS & RECREATION	12,691	23,675	19,363	13,980	12,822	82,531	

SHADED AREAS
FUNDED PROJECTS BY LEVEL
TOTAL $ 46,996,000


NORTH
0
1000
3000
6000
IMPERIAL
0
500
1000
2000
METRIC
NORTH WEST BY-PASS
WEST NOSE CREEK
NOSE CREEK
N5
N6
N4
AIRPORT
DEERFOOT TRAIL
NOSE HILL DR
SARCEE TRAIL
HWY 1A
BOW RIVER
B2
Bearspaw
Bowness Park
Bowmont Park
BOWNESS RD
Canada Olympic Park
B6
Shouldice Park
SHAGANAPPI TRAIL
Foothills Athletic Park
14 ST NW
Confederation Park
CENTRE ST N
NOSE CREEK
Nose Creek Park
MCKNIGHT BLVD
BARLOW TRAIL N
North East Park
36 ST NE
16 AVE N
(TRANS CANADA HWY)
Riley Park
Nose Creek Park
Edworthy Park
BOW RIVER
Prince's Island Park
Planetarium
Zoo
Fort Calgary
E2
E3
ELBOW RIVER
Pearce Estate
SARCEE TRAIL
17 AVE SW
17 AVE SE
CROWCHILD TRAIL
E10
E9
Richmond Green Park
Inglewood Bird Sanctuary
Forest Lawn Park
RIVER
River Park E12
E13
Stanley Park
TRAIL
Clearwater
E17

CALGARY
PARKS & RECREATION
Adventure us

PATHWAY & BIKEWAY SYSTEM



EXISTING PLANNED PROPOSED UPGRADED	PARKS & RECREATION PATHWAY
EXISTING PLANNED PROPOSED	TRANSPORTATION BIKEWAY
EXISTING PROPOSED	ALBERTA RECREATION & PARKS PATHWAY
EXISTING ▨ PROPOSED ✳	PEDESTRIAN / BICYCLE CROSSING
■ EXISTING ▨ PLANNED	MAJOR OPEN SPACE

PROJECT IDENTIFICATION CODES

B Bow River Pathway Project
E Elbow River Pathway Project
G Glenmore Pathway Project
N Nose Creek Pathway Project

Clearwater
E17
ELBOW RIVER
Richmond Green Park
CROWCHILD TRAIL
E10
E9
RIVER
River Park E12
E13
ELBOW
Stanley Park
BLACKFOOT TRAIL
Inglewood Bird Sanctuary
Forest Lawn Park
CANAL
G6
G7
GLENMORE TRAIL
B25
Glenmore Park
William Pearce Water Conservation Area
G2
Heritage Park
GLENMORE RESERVOIR
Carburn Park
14 ST SW
MACLEOD TRAIL
B32
BOW RIVER
BARLOW TRAIL S
IRRIGATION CANAL
ANDERSON RD
Fish Creek Provincial Park
BOW BOTTOM TRAIL
B33
DEERFOOT TRAIL
Fish Creek Provincial Park
B34
MARQUIS OF LORNE TRAIL
HWY 22
BOW RIVER